

Sales Management

For The Man in Charge of Sales and Advertising



**\$12,000 IN ORDERS
FROM ONE LETTER**

* * * *

The Men on the Cover: [Left] AUGUSTUS D. CURTIS, President, [Center] DARWIN CURTIS, [Right] KENNETH CURTIS, Chairman Board of Control, Curtis Lighting, Inc.

OCTOBER 30, 1926
**A Dartnell
Publication**

TWENTY CENTS

How Lorraine HAIR NETS Won America's "Prize" Windows

CHAIN store windows are the best located in the country—and the most difficult for advertisers to "break into" with their displays.

Yet Glemby's products have been consistently featured in all leading chain windows for a number of years. First, because of correct and keen merchandising. Second, because of the novelty, variety and strikingly new angle of every display in the series for each year.

If you have a difficult field to cover in store display, you can count on Einson-Freeman resourcefulness and background to help overcome its barriers for you.



Illuminated clock face transparency background



Display showing actual hair



Facsimile oil painting showing new coiffures

THE BLOW COMPANY
INCORPORATED
ADVERTISING • MERCHANDISING

4 EAST 40TH STREET • NEW YORK
October 6th, 1926

Einson-Freeman Co., Inc.
511 East 72nd Street
New York, N.Y.

Gentlemen:

We are very glad to testify that, in more than five years of cooperating with us in the development of window displays for our clients, S. Glemby's Sons Co., you have a own a resourcefulness, ingenuity and an understanding of the peculiar problems of chain store merchandising that entitle you to rank as far more than "lithographers".

In working with us on the display problems of all our clients, we have always found you keen to grasp the marketing essentials that make for the success of both an advertising or a store display campaign. And your service as lithographers has been a helpful factor in the successful carrying out of the plans for these campaigns.

Cordell H. Blow
President.

L.H. Blow-K

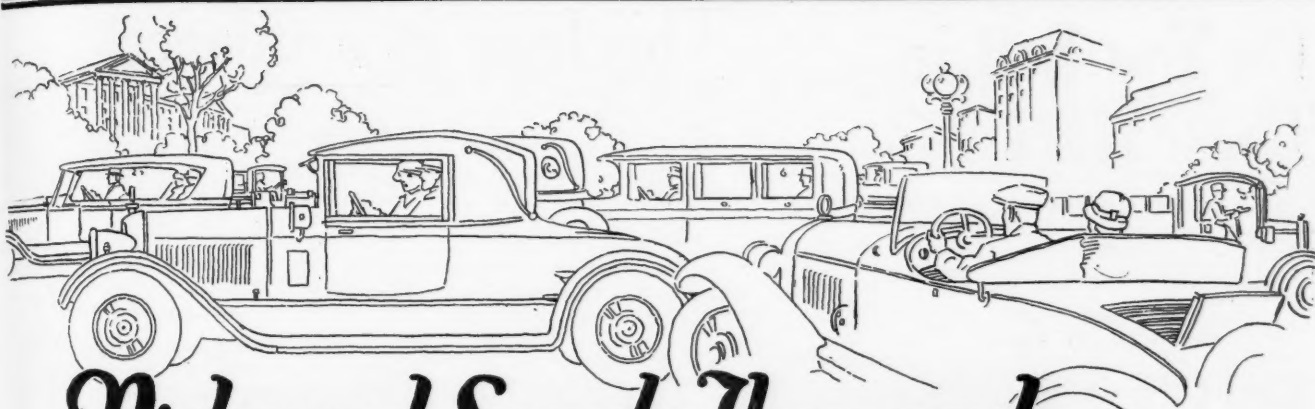
EINSON-FREEMAN CO. INC

Offices and Lithographic Plant
511-519 East 72nd Street
New York City

LITHOGRAPHERS

Specializing
in window and
store display
advertising

Send for complete series of articles on "Creating the Successful Window and Counter Display"



Richmond Spends Thousands of Dollars for Automobiles and Accessories

RICHMOND enjoys continuous and general prosperity. As a result her citizens own and maintain many passenger automobiles and a large number of business trucks.

The tremendous amount of money spent annually in Richmond for the purchase and upkeep of these automobiles not only gives employment to hundreds of citizens—it also means that as an automotive market Richmond has tremendous purchasing power.

And because Richmond's prosperity is a continuous thing, it is always a good automotive market. Richmond does not go through periods of deflation. Its business interests are too diversified to permit of marked business fluctuation.

Richmond is always ready and able to buy the necessities and luxuries of life.

National Representatives

KELLY-SMITH COMPANY

Marbridge Bldg. Waterman Bldg. Atlantic Bldg. Tribune Tower
New York City Boston, Mass. Philadelphia, Pa. Chicago, Ill.

J. B. KEOUGH, ATLANTA, GA.

*If you have anything to sell—
tell Richmond about it in*

Richmond Has

17,739 Passenger Cars

3,500 Trucks

392 Dealers

One In Every Ten
Richmonders Owns
An Automobile



Richmond is a
Steady, Permanent,
Non-Fluctuating
Market

The Richmond NEWS LEADER

"ON NEWS LEADER SQUARE"

Covers Richmond Like a Roof

Published every other Saturday and copyrighted 1926, by the Dartnell Corporation, 4660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

Do You Sell in These Markets?

Here are three prosperous markets, each one spending millions of dollars annually, and each one served by a publication which reaches the spenders in the industry.

CAN YOUR PRODUCTS BE USED IN ANY ONE OF THEM?

BUILDING SUPPLY NEWS

is read by 6,000 merchants of the building industry. They sell \$700,000,000.00 of construction materials yearly. For their own use they buy—

CRANES CONVEYORS TRACTORS
LOADERS MOTOR TRUCKS ELEVATORS
UNLOADERS TRAILERS SCALES

ALMOST ANY BULK MATERIAL HANDLING EQUIPMENT

BRICK and CLAY RECORD

Here's what clay plants spend yearly:

Machinery and Equipment	
Purchases	\$25,000,000
Coal	40,000,000
Gas	6,500,000
Oil	4,500,000
Electric Power	5,500,000
Clay	5,000,000
Kiln Materials	20,000,000
Other Materials	30,000,000
	\$136,500,000

WHAT PART OF IT DO YOU GET?

CERAMIC INDUSTRY

Besides raw materials, such as clays, silica, chemicals, feldspar, etc., the manufacturers of glass of all kinds, vitreous enamel, china and sanitary-ware buy equipment for—

BURNING DRYING
TEMPERATURE RECORDING AND CONTROL
CONVEYING SYSTEMS
POWER AND TRANSMISSION
GAS PRODUCING, ETC.

A DIVERSIFIED FIELD WITH ONE COVERAGE

SEND FOR an analysis of the market as it applies to your particular products. If there is no market for it in our fields, we'll say so. If there is we will be glad to help you develop it along reasonable lines.

Industrial Publications, Inc.
407 S. Dearborn Street CHICAGO
Members: A. B. C. and A. B. P.

This Issue at a Glance

ADVERTISING

Fifty-two Ford dealers in the City of Chicago have formed a cooperative league for the purpose of advertising in outdoor and newspaper mediums, contrary to the policy established a year ago when the Ford Motor Company suspended its manufacturer's advertising. This move was taken after a noticeable dropping off in sales during the period of non-advertising, and the new plan is already proving successful in regaining a satisfactory pace in sales. Page 711.

The second article in the series by Cameron McPherson on "Letters that Sell Advertising and Why" appears on page 727. This one deals with the man who believes in advertising but thinks he can't afford it.

When the A. B. Leach Company, investment house of New York City, decided to wage an advertising campaign, they worked out a plan for selling the salesmen on the campaign and getting them to use the advertising to sell bonds. Page 732.

Various aspects of the "plus service" angle of advertising agency service are discussed in an article by George L. Willman, "When You Pick an Advertising Agent, Pick a Good One." Page 707.

CHAIN STORES

A review of the development of retail chain stores and some statistics as to the annual volume enjoyed by various leaders in different fields are contained in an article by D. G. Baird, "A Common Sense Discussion of Chain Store Growth." Page 721.

DEALER COOPERATION

A special campaign conducted by the Cole Manufacturing Company of Chicago to get dealers to put special effort into selling stoves and ranges six weeks before the regular season for these products opens, resulted in a 32 per cent increase in sales volume for September as compared with the same month's sales last year. Page 712.

EXPORT SELLING

Some indications of the big market possibilities in Britain for many different types of American products are suggested in an article by John C. Kirkwood, who lists dozens of widely advertised American products for which there is no widely advertised and distributed parallel in the British market. This article is in line with the growing interest in the development of export markets. Page 717.

GENERAL

The tendency for many concerns to use direct mail as a tool for aiding the sales force rather than simply as a means for developing inquiries, building good will, etc., was one of the noticeable trends apparent at the recent convention of the Direct Mail Advertising Association held in Detroit. A news story of the convention appears on page 763.

Two new newspaper members and two new advertiser members were placed on the board of directors of the Audit Bureau of Circulations at the annual meeting held in Chicago a week ago. Page 710.

"A Purchasing Agent Fired a Broadside at Salesmen and Sales Managers" relates some of a Chicago purchasing agent's reactions to the salesmen who storm his office every day. Page 714. "And a Sales Manager Kicks Off the Lid in Discussing Purchasing Agents" sketches the other side of the picture. Page 715.

The National Wholesale Druggists' Association will establish a research bureau to aid independent drug retailers in solving their merchandising problems. The complete plan was outlined before a recent convention of the association by the chairman of the education and research committee. The committee's report is reprinted on page 738.

MANAGEMENT

Three years ago Curtis Lighting, Inc., of Chicago, feeling the need of developing some good executive material for the company, decided to experiment with a new training program under which twelve college men spent a year learning the "in's and out's" of all departments of the Curtis business. The experiment was looked upon askance by many outsiders and some of the Curtis executives themselves at the time of its inception, but the results have more than justified the investment. Details are given in the leading article in this issue on page 701.

SALES LITERATURE

"\$12,000 in Orders from One Letter" is the leading article in the Printed Things section. Other articles in this department include: "Fortnum & Mason Make Humor Pay a Dividend"; "Window Displays that Sell Clean Teeth"; "Selling Real Estate with a Quality Appeal"; and "A Campaign that Talks Profits and Makes Them." Page 745 and section following.

SALES POLICY

M. L. Pulcher, president, The Federal Motor Truck Company of Detroit, outlines some of the important sales problems confronting companies in the truck selling business. Page 716.

SALES TACTICS

The Continental Jewelry Company of Cleveland conducts an annual "Whiffenpoof Hunt," a farcical big game hunt which results in a lot of fun for the salesmen and brings in a steady stream of orders. Some of the amazing experiences of whiffenpoof hunters are recorded on page 703.

The Hyland Electric Company outsells all other Mazda lamp distributors in volume of lamp sales in the city of Chicago, where the public service company gives lamps away free merely in exchange for burned out bulbs. How they have built up their lamp business through constructive selling methods is explained in an article on page 709.

SALESMANSHIP

C. H. Cooley, a salesman for the United Autographic Register Company, makes half his total sales to new users of his product. For his work in creative selling he has been awarded the seventh Dartnell medal for salesmanship. Page 705.



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Marketing Through National Sales Organizations

VOLUME ELEVEN

Established 1918 by The Dartnell Corporation

NUMBER NINE

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The Knack of Getting Orders -

Here's a mighty effective method of converting inquiries into orders—of keeping the orders rolling in from dealers—the 2 in 1 Worco way.



The pulling power of these combined order blank envelopes has already been proved over several years of development by many large and enterprising concerns. In some cases the results have been as high as 2 to 1 over old order blanks and envelopes, while the mailing cost is less and the method simpler to both yourself and customer.

In other words, more orders for less outlay of money and time. It's economy to burn the old ones and substitute the Worco—2 in 1 envelope blanks. Let us tell you why and give you some interesting figures.



—fire this coupon in to

The Workman Manufacturing Company
1206 WEST MONROE STREET, CHICAGO

Gentlemen: Please send me, without obligation, information on "The Knack of Getting Orders."

INDIVIDUAL _____

FIRM _____

ADDRESS _____

(3670)

698



Courtesy The Pullman Company.

H. T. Ewald, president of the Campbell-Ewald Company, announces the appointment of ROY C. HAYES, former automobile editor of the *Detroit Times*, to the staff of his organization. For more than four years Mr. Hayes was automobile editor of *Universal Service*. In his new work he will direct publicity for the Chevrolet Motor Company.

JAMES I. TAYLOR has resigned as vice president and treasurer of McKennee and Taylor, Inc., New York advertising agency, and is succeeded by JAMES T. McCAMBRIDGE, formerly copy chief. WERNER STENZEL, who formerly conducted an advertising business in New York, joined the company as vice president, while Miss L. McKENNEE, formerly production manager, was elected treasurer. CAPT. J. MACINTYRE is now with the firm as an account executive.

JOHN G. SHEDD, chairman of the board of directors of Marshall Field and Company, died on October 22 following an emergency operation for appendicitis. He was 76 years old, having entered the employ of Field, Leiter and Company in 1872 and remaining with that firm and its successor, Marshall Field and Company, ever since.

On October 1 the directors of the Charles W. Hoyt Company, Inc., of New York, elected GEORGE N. WALLACE as secretary. Mr. Wallace was connected for several years with the Hoyt company until five years ago, when he became account executive and assistant to the president of Alfred Wallerstein, Inc.

CHARLES B. GOES, JR., of the Goes Lithographing Company, Chicago, was elected president of the Advertising Specialty Association at its recent twenty-third annual convention. Other officers are: L. C. GLOVER, first vice president; W. A. REPKE, second vice president; E. N. FERDON, honorary vice president, and J. P. CARROLL, treasurer.

Recent personnel changes in the Timken Roller Bearing Company, of Canton, Ohio, include the following: YALE D. HILLIS is branch manager at the Seattle branch of the Timken Roller Bearing Service and Sales Company, succeeding R. H. CROSS, who has been made assistant to G. C. McMullen, district manager of sales, industrial division with headquarters at Seattle. E. N. BEISHEIM, formerly of the Bock Bearing Company, of

Toledo, Ohio, has been appointed assistant to the general manager of the service and sales company at Canton, and S. C. PARTIDGE succeeds Lee Warrender in charge of the Buffalo office, industrial division.

BENJAMIN F. AMOS has been elected vice president in charge of sales and ROBERT H. WOOD, secretary of the Spark-Lin Ale Company, of New York, the concern which was recently formed by a number of prominent figures in the grocery trade to manufacture ginger ale. Mr. Wood succeeds Fred Mason, Jr., who retains the position of treasurer.

O. J. LACY, of the Minnesota Mutual Life Insurance Company, has been elected president of the St. Paul Sales Managers' Club. Other officers are: vice president, L. S. AUTREY, of the Sanitary Food Manufacturing Company; treasurer, A. W. LOGAN, of the Motor Power Equipment Company, and H. H. COWIE, of Curtis 1000 Inc.

The resignation of HAROLD B. PICKERING from the James F. Newcomb Company, Inc., became effective October 16. He was formerly with Frank Irving Fletcher, the *Electrical Record* and later with *Drug Topics* as service manager.

A. E. PHILIPS, vice president of the Welch Grape Juice Company, of Westfield, New York, has been elected president of the American Grocery Specialty Manufacturers' Association.

HERBERT CARL BERNSTEN, vice president of the Lockwood-Shackelford Company, has been elected president of the California Advertising Service Association.

E. D. VOORHIS, general sales manager of the H. D. Lee Mercantile Company, of Kansas City, Missouri, resigned recently to become vice president and director of sales of the Gold Bond Saving Stamp Company, of Dallas, Texas. Mr. Voorhis was with the Lee company for ten years, for the past four of which he was in charge of national advertising. He was made a director in 1925.

JOSEPH V. SMITH, formerly general manager of the shovel division of Hubbard & Company, Pittsburgh, has become vice president and a member of the board of directors of the Burke Golf Company of Newark, Ohio.

Sales Management

A Dartnell  Publication

Volume Eleven

Chicago, October 30, 1926

Number Nine

We Stopped Taking Chances on Our Future Executives

Systematic Training Plan Now in Third Year
Proves Successful for Curtis Lighting, Inc.

By Augustus D. Curtis

President, Curtis Lighting, Inc., Chicago

THREE years ago when we started our plan for training young college men for places in our business, there was considerable doubt in the minds of some of the executives as to its eventual success. In some respects I questioned it myself.

Our sales were growing so rapidly that we needed more new blood in the business than would ordinarily be attracted to our organization. There is always an evolution going on in any business. Men are promoted, sent out into branch offices, and into the field. The young man we hired three or four years ago to "learn the business," is a man with a wife and family today. He needs more money, and a place must be made for him. This process of evolution going on all the time is constantly opening up places for young men without any business experience.

We could not wait for the average young man who comes to us haphazardly to "grow up with the business." Partially to solve this problem and to induct a better class of human material into our business, we devised a training plan which consisted of a scheduled training course to last for twelve months for ten young college men.

This plan was described in detail in a previous issue of "Sales Management." But at that time we stated that we did not know whether or not the plan was a success. It was frankly described as an experiment.

We have recently started our third class of young college men. They are being trained in exactly the same fashion as the first class which started in the summer of 1924. The plan has been successful in every respect, and today we look upon it as a very important and permanent part of our business.

Plans for a Year's Training

For those executives who are charged with the responsibility of building for the future—of building an organization that will become more valuable than the tangible assets of the business—more valuable than the brick, mortar and machinery—it may be interesting to study our experience in training young college men.

Three years ago we engaged ten college graduates. We offered to pay them a hundred dollars a month for the first three months, with a raise every three months for the first year. During this year each man was to spend some time

in each of our ten departments, learning the business from the raw material platforms on through to the final installation and servicing of our products in the hands of the final consumer.

The training program was carefully laid out, a schedule showing how much time each man should spend in each department being made up at the beginning of the training period.

Every department head was charged with the responsibility of training the men according to schedule as they came to his department. There was a course of one hundred lectures, two a week, to be delivered on Wednesday and Friday afternoons by a department head.

Schedules for these lectures were prepared at the beginning of the training period and each department head assigned a date and subject. He was required to prepare a lecture in advance, and a stenographer was on hand at each lecture to make a permanent record of what he said. We stressed the importance of careful preparation for these lectures and by making them available in written form, we prevented any department head from doing a slipshod job.

The training progressed as planned. Each man spent five weeks in each department and then was transferred to another department. All ten of the men attended every lecture. They were required to make notes and stand examinations at the end of each five week period.

At the end of the first year we felt that the plan had been enough of a success to warrant our trying it again. But we knew that the real test would not come until the men had been assigned to permanent positions and responsibilities.

So far, here are the results on the first two years' classes: Of the first class, eight of the original ten men are still in our employ. One of the men had an opportunity to go into business with his father and left us. Another man was living with a bond salesman and was persuaded to sever his connection with us to enter the bond business. Of the remaining eight men,

three are associate field engineers. We do not call our field men salesmen, but their duties are largely the duties of a salesman. Two are in the engineering department at the home office and factory. One has been promoted out of the associate field engineer class and is in charge of a territory as a full fledged field engineer. Two other men have responsible positions in the factory.

Of the second class, which started in the summer of 1925, we have nine still in our employ. Only one man resigned, and he also took advantage of an opportunity to go into business for himself.

Four of the men in the second class are associate field engineers. One is in charge of the lighting sales department of a big western public utility company. Technically this man is not in our employ, but nevertheless, he is selling and servicing our products for one of our large customers. Another one

of these men is with one of the largest electrical jobbers who is another of our customers. We feel that we are building good will and laying the foundation for permanent relations with our big customers by training these men for them.

Another of the second group of men is in the art, or designing department of our factory in Chicago, and one is in the engineering department.

Compare these men with the average young man who comes into a business without previous experience of any kind. These men have spent from three to five weeks in every department of our business. They have the big broad viewpoint and knowledge of the business as a whole that, in most concerns, only the oldest executives have. They know how each department's work must dovetail with the work of every other

(Continued on page 773)



The Men on the Cover

Mr. A. D. Curtis, president and founder of Curtis Lighting, Inc., is a pioneer in the field of indirect lighting. He has played a major role in the development of flood lighting for buildings, the flood lighting of the famous Wrigley Building of Chicago being one of his outstanding achievements in the lighting field.

His plan for training salesmen, outlined in the accompanying article, is one of his hobbies, for he is convinced that the future of every successful business lies in the hands of the young men who are constantly being inducted into it.

He is an inveterate traveler and another of his hobbies is the collection of curios from all parts of the world. Aside from bringing young men from all parts of the country into his organization, he is preparing his two sons to take over the reins of the business when he steps out. Kenneth and Darwin are both actively associated with him in the manufacture, sale and development of lighting appliances.

Whiffenpoof Hunting

An Invigorating Sport for Jaded Salesmen



THE annual whiffenpoof hunt of the Continental Jewelry Company of Cleveland is one of the events of salesdom—like the Derby in England or the Army and Navy football game here. Continental salesmen take their whiffenpoof hunting as seriously as any salesman could be expected to take anything that isn't serious. It is a big game hunt in which the entire sales force participates. Whiffenpoofs are found everywhere, and this season they are especially plentiful. In Oklahoma it is reported by Continental salesmen the whiffenpoofs are so big that a hunter has to use a machine gun to kill them. Their hides are so tough they turn the edge on bullets ordinarily used on elephants.

And They Sit on the Bedposts

Of course, some Continental hunters are running into snags with the law. In some of the states there is a limit on the number of whiffenpoofs that can be bagged during the season which opens October 18 and closes November 13. However, the head hunter for Continental, Chief Williams, has fixed things so that the law will blink at these excesses this year, and in certain cases, for example, the case of Davey Crockett Barbour, who, though sixty-five years young, expects to shoot more than twice his quota, special licenses have been taken out. It seemed that last year there was some question on the part of the authorities as to whether or not Barbour was old enough to handle firearms.

The men are so keen about this whiffenpoof hunting that they even sneak out before the season is

officially open and bag a few just to get their hands in. One of the Continental hunters, one who, we are secretly informed, holds the title of rear admiral in the Swiss navy, chased a monstrous whiffenpoof of the hooziti family into the Cave of the Winds under Niagara Falls. He came to blows with the monster in the flickering light, and after a desperate battle, shot it between the only two teeth left in its head. Unfortunately, however, when he got the monster out into the daylight he found it was bow-legged and double cross-eyed. Of course, bow-legged whiffenpoofs are not nearly so desirable.

This year, according to reports from Continental bush beaters, the whiffenpoofs are exceptionally bold. They even follow the salesmen right into the dealer's store and make faces at him from behind the counter. They perch in the highest branches of the trees, and behind rocks, devouring great sheaves of orders with a gurgling noise that resembles very much the sound made by an angle worm about to devour a garden toad. It is no wonder that the Continental men are raging mad at the way the whiffenpoofs are acting and have sworn a terrible oath to shoot every last one of them without warning and at sight.

And so they should because a whiffenpoof, as you may have

guessed, is a mythical animal that abounds in the territory of all salesmen. He is anything that stands between a salesman and an order. One day he appears in the form of a hard-boiled prospect who simply won't listen. The next day the whiffenpoof is bad roads, or rainy weather. And just to show his versatility, the next time your salesmen meet him he may take the form of a buyer who wants the salesman to come back later.

All of Them Laugh

But however much these whiffenpoofs may differ in outward appearances, they have some characteristics common to all the species. They are always with a salesman no matter where he may be or what hour of the day it is. They are always trying to get the salesman's goat; to make him take it a little easier. They keep those sleek, wily eyes of theirs on the salesman every minute, and the very second that he shows the first signs of slowing up they become brazen and bold, even going so far as to perch on a salesman's shoulder and nibble at his morale. But for all that, the whiffenpoof is a cowardly animal at heart and the moment a salesman goes after him he curls up and disappears.

Joe Cawthorn, the comedian, once told Chief Williams of the Continental company how to catch a whiffenpoof. This particular

whiffenpoof lives in the ocean, just beyond the twelve-mile limit. His chief diet is greenbacks, and empty gin bottles, but he is particularly fond of Swiss cheese. The more holes it has the better he likes it. Joe's plan, when he goes hunting these whiffenpoofs, is to take a row boat, a barrel stave, a bucket of mortar, a piece of cheese, a hammer and a nail.

He rows out carefully to the place in the ocean where the whiffenpoof has his nest; then he climbs up on a wave and nails the cheese on the top of the wave. To get the best results you must make sure that the wavelength is right, he says. Then hide behind another wave and wait. Pretty soon the whiffenpoof hears the air rattling in the holes of the cheese. He flies up to it. You come out from behind the wave, park your Ford near the curb, being careful you are not near a fire plug. Now take your barrel stave, and sneak up under the unsuspecting whiffenpoof. Hold the barrel stave in your right arm, you hit the wave on which the cheese is nailed a terrific blow, knocking it out from under the whiffenpoof. He promptly falls into the bucket and is mortified to death.

Carry a Lasso, Too!

However, while this method of catching whiffenpoofs alive may work all right on sea-going whiffenpoofs, it won't do at all on the dry-land kind, according to Mr. Williams. And Mr. Williams has quite a reputation himself for hunting these ferocious beasts. "The dry land kind," he states, in a special letter of instructions to his hunters, "live high up in the trees of the sales forests abounding in your territory. Your ammunition for shooting them is Enthusiasm. Put it up in the form of 45 caliber sales cartridges. Determination—Sales Facts—Push. These bullets are better than anything else for hunting dry-land whiffenpoofs."

As stated, these whiffenpoof hunts are annual affairs in the Continental sales organization. Every year they have been held the fellows have had a lot of fun and Mr. Williams' amusing bulletins on the progress of the hunt have made play out of work. Last

year, Mr. Williams said the boys ran the whiffenpoofs out of gas, and rounded up a flock of signed orders that almost swamped the mails. When a man bagged a whiffenpoof and sent in his signed order, he had to accompany it with a picture of the whiffenpoof he shot. Every salesman whose whiffenpoof was published got a box of LaPalinas. Some of the whiffenpoofs submitted last year had

feathers down the front and bark, others have red, white and blue fur, and speak French as fluently as any college graduate. One fellow discovered a talking peninsula inhabited with fililoo birds. The various specimens have all been carefully preserved in the Continental Zoo, and will be photographed for use in illustrating the bulletins in this year's hunt, which is now going at full blast.

Plan Coordination of Research Activities of Many Firms

PLANs for coordinating the activities and eliminating duplication of effort and expense of the more than 600 organizations now maintaining departments for market investigation were formulated at a conference on market research attended by many of the men in charge of these departments, at the Department of Commerce, Washington, D. C., Friday, October 29. The meeting was called by A. Heath Onthank, chief, Domestic Commerce Division, Bureau of Foreign and Domestic Commerce.

When the Domestic Commerce Division was organized a few years ago, one of its announced purposes was to do original research in marketing. One investigation was to be a study of purchasing power in a given geographical area such as a city and its trading zone or a group of states. A second investigation was to have as its purpose the determination of the sales possibilities for given classes of commodities. One of these studies was made, but Congress failed to make an appropriation for this phase of the bureau's activity, so the domestic division now lacks funds to carry out its original program.

It developed at the conference that many of the men now engaged in research are carrying on investigations that have already been made. Many other firms are now engaged in making duplicate investigations. Mr. Onthank's plan is to make the Domestic Commerce Division of the Department of Commerce an unofficial central

committee that will act as a clearing house of research information, and through the voluntary cooperation of the firms actually making the investigations, the coordinating head of all market research activities.

A priority list of fundamental research projects was discussed and finally adopted. It was felt that studies having to do with purchasing power and sales possibilities for given commodities would have a common interest and, when made, would be of value to everyone concerned with sales. The selected problems were, therefore, limited to problems which sell within these two broad fields of investigation.

In order to make the plans discussed effective it will be necessary to obtain the cooperation of everyone engaged in market research to the extent that duplication of effort will be eliminated. Each organization will submit a list of the studies it is making, and will then discontinue those that have already been made or that are being made by some other investigator. It is hoped, finally, through the use of the priority list of research projects, to get each research man to concentrate on some one phase of the fundamental questions. The information each obtains will be furnished to all other cooperating firms, and the whole will provide everyone in marketing with a vast body of classified, organized, accurate information that it would be impossible for any one firm to obtain.

C. H. Cooley, the United Autographic Register Company's salesman, whose tactics in building up the northwest Chicago territory are described in the accompanying article, is the seventh man to whom The Dartnell Corporation has presented the Dartnell Award for Salesmanship. This award, in the form of a gold medal, goes to the salesmen in all lines of business who demonstrate the most creative accomplishment in their work. The first was presented to a candy salesman, while others have gone to a cash register salesman, an oil jobber's salesman, a necktie salesman, a business service salesman and a map salesman.



A Salesman Whose Five-Year Average Is 50 Per Cent New Business

At the Age of Forty C. H. Cooley Resigned as Office Manager, Became a Salesman and Led a Force of 125 Men His Second Year

By John L. Scott

WHEN C. H. Cooley, the salesman of the United Autographic Register Company who handles the northwestern Chicago territory, carried an Uarco register up a rickety flight of stairs into a small roofing firm's office and announced that the purpose of his visit was to sell it, the roofer laughed at him.

"Can you play a tune on it?" he asked after the salesman removed the cover and he had caught a glimpse of the rolls of paper inside the machine. "What is that thing for, anyway?" was his next question.

Upon being enlightened that the rolls of paper were used for entries of cash and credit sales instead of reproducing music on a player

piano, the roofer glanced about the unpretentious premises. "I couldn't use one of those," he protested. "I don't have anything to sell. All my work is done on contract, and besides, I haven't enough business to need any kind of a register anyway."

Mr. Cooley had heard those same objections so many times before that they didn't faze him. He proceeded to show the roofer that a machine would give him a permanent record of the names and addresses of customers. He could record the costs of all jobs and keep systematic files of receipts. His bookkeeping and collection problems would be so simplified that he would have more time to do productive work and his

business would grow to a point where he might no longer have the excuse that his business didn't warrant the use of a register.

These and other arguments proved so effective that the roofer bought a machine and an order of stationery to use in it. Visiting this customer a few weeks later, Mr. Cooley found him enthusiastic over his purchase. He said he hadn't lost a job or a ticket and that he was already doing more work than he had ever had time to do before.

This is but one of literally dozens of cases where Mr. Cooley has found an opportunity to create business, both for himself and, as a consequence, for his customer. When he first went into his

territory he called at a blacksmith shop which, from its appearance, would be the very last place any salesman would expect to sell a register. While at one time it might have been a fairly busy place, it now looked about like any other ramshackle building housing what is left of the blacksmith trade.

Instead of the indifferent reception he expected to receive, however, the salesman was greeted almost with open arms. The blacksmith had decided to go into automobile repairing and welding on a fairly large scale, and he welcomed the assistance of a register salesman in helping him prepare forms and teaching him how to operate a system for taking care of sales. This visit resulted also in the sale of a register and ten thousand tickets.

A register salesman had never before called at either of these places. Both salesmen of competitive companies and the Uarco men who had previously covered the territory had consistently overlooked them, yet all that was needed to turn them into customers was a little time, attention and salesmanship.

Created Sales Are Clean

"The trouble with most salesmen of devices which are used in stores and offices is that they call only at those which are located right out on the street," declares Mr. Cooley. "They don't seem to realize that basements, upstairs offices and shops back in the alleys also contain good prospects. As long as they visit the establishments with the imposing show windows along the main streets they make themselves believe that they are covering their territories, while, as a matter of fact, they are only covering a fraction of it.

"These salesmen are certainly making things easy for their competitors who do work their territories more intensively. The man who develops his own customers instead of depending upon taking most of them away from competitors usually has a free field in which to work. He isn't forced to get business on a bidding basis or to bother about trade-ins and allowances. Such sales are clean-cut

and constructive, constituting the very best part of the business."

In addition to the many places Mr. Cooley makes sales, which have not previously been visited by competitive salesmen, another desirable source of trade is among those prospects who have repeatedly refused to buy because they "couldn't use it." They have been interviewed by many salesmen and have scared them all off by claiming not to be prospects at all. "I can't use it!" is one of the commonest objections Mr. Cooley meets, and when properly handled it is one of the easiest to overcome.

Six Where One Grew Before

A lumber company had just installed a new typewriter in the office at its main yards. One man would make out the orders and bills for the drivers as they left the yard with deliveries. The manager of this business told Mr. Cooley that the system was perfectly satisfactory and that he saw no way he could use one of his registers.

After the interview the salesman waited outside the office, looking over the yards and watching the drivers load their wagons, drive by the office for their orders and depart to make their deliveries. Inside of half an hour the office man had been called outside by a customer and while he was away four wagons lined up waiting for him to return and make out their slips on the typewriter.

That was just what Mr. Cooley had been hoping to see. He immediately went back to the manager, told him what had happened, and then pointed out where his system would make such delays impossible. It wasn't the office man's fault, since he did the only right thing by going out into the yards to show a customer the different grades of lumber, and it wasn't the drivers' fault, since they couldn't make out the forms themselves; the thing to be remedied was the system in force.

Anybody could write long-hand, he explained, so by installing one of his machines the drivers could make out their own forms, saving time both for themselves and for the office man.

"But what will I do with my new typewriter?" protested the manager.

"I'll see if I can't sell it for you to one of my other customers," replied Mr. Cooley, and soon afterward he had placed it with another company.

The manager's satisfaction with the new system was so complete that a short time later he bought another machine for use in his coal yards and two more for a lumber mill his concern also operated. Since then he has purchased two others, one for a garage and one for the oil department of the business. Six sales of machines and supplies from a customer who at first declared he couldn't use one!

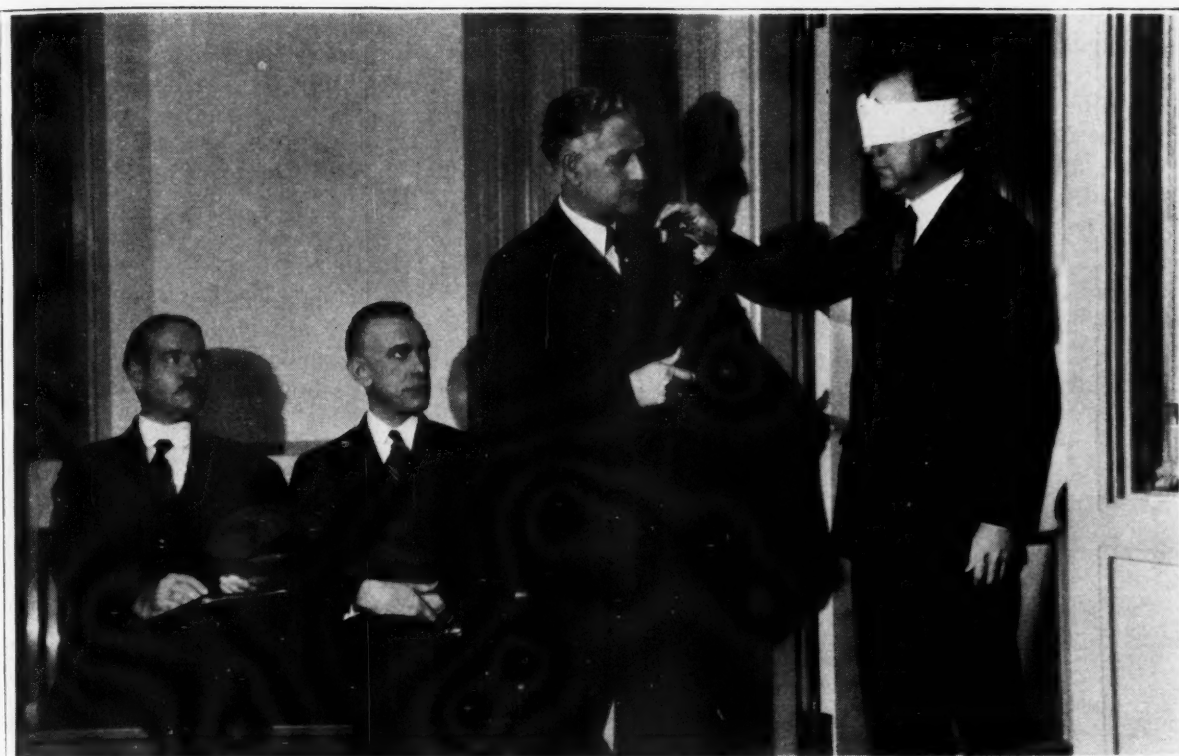
Coal and lumber yards were among the most persistent believers that they could find no use for such a register as Mr. Cooley sold until he convinced them they were mistaken. By working with them he gained an insight into their problems and learned what forms were best adapted to their businesses, making it a great deal easier for him to sell others later on.

Fifty Per Cent New Business

On one occasion he prepared a system for a tiling concern, the first of its kind he had sold; he worked on this one sale for an unusually long time. As soon as it was completed and the installation made, he called on five other concerns in the same business and sold four of them on his first call, indicating how exceedingly valuable the experience gained in selling one kind of system is in selling others of the same nature. No matter if his prospect is a garage man, a grocer, a clothing dealer, a plumber or any other business man, Mr. Cooley has experiences to draw on which will meet any concern's requirements.

The most remarkable part of Mr. Cooley's record is the fact that over half his sales come under the head of new business. The goal his company has been striving to reach is to make new business responsible for half its sales volume. Repeat business, and sales of supplies to customers who already have machines, is the cream of the

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When You Pick an Advertising Agent —Pick a Good One

Some Aspects of the "Plus Service" Cabbage That Is
Dangled Under the Nose of Gullible Advertisers

By George L. Willman

SHOULD an advertising agency give "plus service" to justify a 15 per cent agency discount? If it is a seasoned agency with long experience, a history of success, capable executives and a high grade personnel in copy, art and office departments—is not the professional value of such an organization worth remuneration beyond "production cost plus 10 per cent"? If not, then is the lawyer, the expert accountant, the doctor justified in basing fees on the value of education, experience and professional skill?

Is it the duty of the advertising agency to get out the client's house organs, catalogs and sales promotional literature? Should it be asked to do sales investigations, market research and dealer promotional work beyond that actually

required to plan and produce good advertising? Who shall say whether or not a given piece of work is required for the improvement of advertising when its results are to be used in basing sales quotas and sales plans!

If the answer to "plus service" is yes—then the advertising agency must multiply itself by two. In addition to its advertising organization, it must have a general sales organization available for its clients. A specialist in advertising cannot be a specialist in sales organization. One man cannot handle a two-man job and do full justice to both jobs. At least the attempt is not safe enough to chance, and by so doing jeopardize the holding of the client's account. Your copy-writers can't be salesmen; your office help can't do

sales investigation work. A good account executive who keeps up with his advertising hasn't much time left to find out what's the matter with salesmen who can't sell.

Perhaps an advertising agency can double its organization duties and still make money on a 15 per cent discount—yet even on the regular basis of 15 per cent we haven't seen many fortunes built up among some 1600 agencies in this country. Those that have been the most successful in holding accounts and getting more accounts confine their efforts strictly to the function of advertising—on a strictly "list price" basis!

The individual client who feels that 15 per cent is too much does not always go far enough in his point of view—of course it's not

his concern if the income of an advertising agency is liable to vary on short notice. If an advertising agency could be reasonably certain of a dozen accounts that would run steadily at a given amount each year, it could perhaps operate profitably at less than 15 per cent discount.

But accounts do not run that way—advertising volume changes drastically on short notice, and accounts change from one agency to another even more drastically and on still shorter notice. Extra profits for one period might not make up for losses in another period.

But if an agency must cut its price to get or to hold business, the "hidden rebate" system of so-called "plus service" is a futile method—this is the opinion of an advertiser who tried it; futile because an advertising agency with its outside organization and inside lack of authority cannot carry out sales plans and programs effectively through a client's sales organization. Furthermore, the successful operation of a sales department is a continuous process; it does not depend primarily upon the resourcefulness of a "program committee." Its task is as routine and regular as that of the production department, and to meet requirements it must operate through the coordination of diversified efforts continuously applied.

Therefore to be effective in a sales organization, your advertising agency must develop either an entire sales department and operate it as a whole, or it must develop an organization to perform some particular function in that sales department and turn that department over completely and permanently to the control and supervision of the client's sales manager. This merely means that the agency puts part of its commission back into its client's payroll fund.

As to research or special investigation work—we grant that

the advertising agency must keep continuously in contact with its client's market—locally and nationally—if it is to develop effective advertising. For this purpose it must have men available for such work, but these men should not necessarily be assigned to any one client and subject to his mandatory call when he has a special job to do which primarily has nothing to do with advertising. If it has to do primarily with advertising, its object should be sufficiently obvious for the agency to supply the man or men without question—or force!

If an advertising agency is to be at all times subject to the call of clients for special men to do special sales work, then either it must keep a "standing force" to meet such emergencies, or it must go out and hire emergency investigators on short notice.

No well organized agency has enough flexibility in its organization to do sudden-call special jobs with its regular force—no well-managed advertising agency can take men off regular work at the expense of other clients to benefit a special client who demands "plus service." And if a man or a force of men must be hired hastily for a special sales job, you can get neither the right men with the right experience nor time enough to train them.

If an advertising agency must give "plus service" to obtain accounts and hold them, perhaps it is because the quality of that service is not sufficiently high to

justify full price—but, be that as it may, it would be a much safer thing for the agency and a much better thing for the client if the "cut price" were credited as cash against the billings!

When an agency attempts to give "plus service" it takes a long chance on being able to give satisfactory service—or at least satisfying to the client. The means taken to get the account sometimes becomes the very means through which it is lost!

We predicate the above several paragraphs upon the assumption that "plus service" means extra work undertaken for the client which has little or nothing to do with advertising.

Any effort which an agency can put forth to improve the quality of advertising is not "plus service." It is legitimate effort.

For the sake of both the agency and the client, it should be done to the very best of the agency's ability!

An article in the previous number of "Sales Management" covered an experience in "dealer advertising" for an automobile manufacturer, suggested that the development of resultful advertising for dealers might well be the foundation for national advertising plans.

It is not "plus service" for an agency to go to the very bottom of the local dealer situation to determine just what kind of advertising is most effective in bringing in prospects. In fact, the writer does not believe that either the dealer or the manufacturer should be satisfied to spend money for newspaper advertising that cannot justify itself on the basis of traceable results—and not much for magazine or any other kind of advertising that can't do as much.

This does not mean that an agency shall attempt to produce purely "local advertising" to suit the different ideas of every local

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AN ARTICLE in "Sales Management" for October 16, "The 'Key Group' Plan for Getting Dealers Behind the Advertising," brought in a number of comments from sales and advertising executives. So many wanted to know, "How far should an agency go in giving service to a client?" that this article has been written to point out some of the more important aspects of this problem.

While it is not possible to answer a question of this kind with any degree of definiteness or finality, there are certain broad principles upon which the relationship of an agency to its client must be based, which must be considered before attempting to draw any conclusions. This article sets them down for your consideration and such suggestive worth as they may hold for you.

In a City Where They Are Given Away

This Distributor Makes a Whale of a Success Selling Lamps!

By Roy F. Irvin

IN CHICAGO the lighting company furnishes its users with new electric lamps in exchange for those that have burned out. At first blush, this would seem to indicate that getting the customer to pay real money for renewal lamps would be just about as easy as trying to sell riparian rights to the whitefish in Lake Michigan, or fresh air to the citizens of Denver, Seattle, Los Angeles, and way stations. The Hyland Electrical Supply Company, however, not only sells lamps in the face of this kind of competition, but it has built up a volume of lamp sales which entitles it to the lead-off position in the ranks of the distributors of the Federal Lamp Division of the General Electric Company, and this includes distributors in other cities where the lighting companies are less generous than the Commonwealth Edison Company of Chicago.

Finding the Market

This distributing organization started in the lamp business in 1918 with a probationary contract calling for \$300 worth of lamps. Its lamp sales today in the metropolitan district of Chicago and surrounding towns run well into five figures on the left-hand side of the decimal point. The story of how this concern has developed a business of this size perhaps will enlighten manufacturers in other lines when the jobber and the distributor lay claim to the fact that they are getting all the business there is.

In taking on the initial lamp contract, M. C. Taradash, president, and the other executives of the company as well, reasoned it out that there was little use of attempting to sell lamps as such. Every existing light socket taking power from the light company

which already contained a lamp could be refilled at any time free of charge simply by taking the burned-out bulb to the light company and exchanging it for a new one. But, they said to themselves and also to their salesmen, not all of those sockets contained lamps and all of the sockets and all of the lamps then in use did not give the users all the light they needed. Hence, the policy of the company to sell light and let the lamp business fall where it would.

A Thorough Training for Salesmen

Training the salesmen to sell light meant that they must be instructed in proper lighting methods for homes, schools, churches, theaters, clubs, etc. Each of the eleven salesmen employed by the company spends a week each year at the Nela camp maintained at the Cleveland factory of the Federal Lamp Division. He receives special training in the methods for producing various lighting effects. He is conducted through a course of instruction beginning with the earliest forms of electric lighting and carried down to the latest types of direct, indirect, semi-indirect, and other forms of lighting. He is required to know the function of the various types of lighting fixtures and when and where to recommend each for the best results. Specific training in the use of the various sizes and types of lamps is given in order that the correct lamp will be recommended for the right fixture in order to produce the desired result.

Through this training and in the various sales meetings, the salesmen are impressed over and over again with the thought that they are selling light and all the comfort, convenience, and happiness that good light is a factor in

promoting. This same conception of the function of selling lamps is carried along to the agents and dealers as well and is backed up by the display materials, suggestions, direct mail advertising, etc., included in the Four Star plan (explained in two previous articles in "Sales Management") which has been laid out for Federal distributors, agents, and dealers.

With this attitude of mind, backed by careful and complete training, the salesman is in a position to recommend to his customers the best methods for getting better light and more of it. For instance, a survey made in a local hotel proved to the management that a saving of \$1,000 a year could be effected by relamping all sockets with lamps of the proper wattage and cutting down the average replacement stock ranging from 15 to 20 types to 5 or 6.

Building Big Orders

Other recommendations covering the use of portable lamps, electric signs, flood-lighting, and proper illumination for the lobby, also resulted from the survey to the end that the management was shown the value of good lighting from a business standpoint before a single word was said about selling the lamps to carry out the plan. Getting the lamp order was easy after that.

Proper surveys to obtain a better understanding of the buyer's requirements take time, and many sales executives in manufacturing and distributing organizations have been known to object to the salesmen spending too much time preliminary to getting down to cases and writing up the order. But the better salesmanship lies in selling the service the product will render rather than the commodity itself,

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Newspapers Win More Seats on A. B. C. Directorate

But Advertisers Get Offsetting Votes on Board and Other Divisions May Increase Representation Later If Needed

THE newspaper boys marched on Chicago last week with fire in their eyes and a proxy-shaped shillalah in their pockets. They felt that the management of the Audit Bureau of Circulations was not treating them as well as they ought to be treated, and they came determined to establish their point. They did. But they didn't need their shillalah, for what many believed would prove to be one of the most tempestuous conventions in the twelve years of the A. B. C., ended in a love feast with the advertisers, advertising agents, magazines, farm papers and even the business papers, voting together to give the newspapers what they wanted—representation on the board of directors more nearly proportionate to the numerical strength of their division and the dues it paid.

No Change in Balance of Power

Prior to the convention the newspapers met and formulated a series of resolutions, one of which created the impression that the object of the newspaper division was to remove the advertisers from control of the A. B. C. machinery. At present a two-thirds vote of the convention is necessary to rescind a ruling by the board, and then only after the proposal has been acted upon favorably by the board of directors. The board of directors, of course, is dominated by its advertiser members. It is this by-law which gives the advertisers control of the bureau and makes the actions of the board final. The newspaper resolution proposed to make it possible to rescind any ruling of the board by a majority vote of the convention without the approval of the board. This proposal stirred up a young Miami hurricane in the camps of the other divisions, since the newspapers outnumber any other division. At the present

time the membership of the bureau is made up of 893 newspaper members, 242 business paper members, 182 magazine members, and 71 farm paper members. The remainder of the 1,852 total membership is composed of advertiser and advertising agency members.

Substitute Resolution Drafted

As the convention proceeded, however, it developed that this resolution had been put forward hastily and that there was no actual desire on the part of the newspaper division to diminish the advertiser control of the bureau. In fact, F. A. Walker, managing director, the "New York Evening Telegram," acting as spokesman for the newspapers, stated that the newspapers did not wish to disturb the present advertiser balance of power, but merely felt that because of the sectional nature of the newspaper publishing business and the greater complexity of newspaper circulation problems, that newspapers should have a larger representation on the board of directors. At a subsequent meeting the newspapers nominated six directors and adopted a resolution asking for six seats on the board instead of two as at present. But it provided for an equal increase in advertiser members of the board.

This resolution was rejected by the board of directors, whose approval under the by-laws is necessary before an amendment can come before the convention. However, the board, of which O. C. Harn of the National Lead Company is the veteran chairman, recognized the justice of the newspaper division's position. It felt, according to a later statement by Mr. Harn, that additional newspaper members on the board might even expedite the work of the board and prove a decided help. So a substitute resolution was drafted by the board, and presented before

the convention by the resolutions committee at the afternoon session on Friday.

The board resolution provided that the by-laws be amended so as to increase the board of control from twenty-one to twenty-five members, that the number of newspaper members be increased from two to four, and the number of advertiser members be increased from eleven to thirteen. The other division representation on the board remained the same, that is, two directors each. However, it was provided that if at any later date any other division felt the need of increased representation on the board, its request would be acceded to, and the newspaper division agreed to endorse such a resolution if it came before any subsequent convention.

Motion Passed Unanimously

The motion on this resolution from the floor was made by J. F. Bresnahan of the "New York World." It was seconded by Charles Naider of the "San Francisco Call."

Speaking in favor of the motion, S. R. Latshaw of the Butterick Publishing Company pointed out the possibility of the other divisions later demanding increased membership on the board under the terms of the entente with the danger that the board would become a mass meeting instead of a deliberative body. But he believed that the other divisions recognized the peculiar position of the newspapers and would be satisfied with their present representation. The motion was passed unanimously, and a situation which might have meant the beginning of the end of the Audit Bureau was disposed of with a sigh of relief and a round of applause. The meeting was the largest in the history of the bureau. It also voted to confine the activities

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Ford

DO you know of a single car that will give so much in service and general satisfaction in return for so little care as will the Ford? Everyone has his story of an ancient, mist-abused, much-maligned Ford that goes cheerfully on, day after day, doing the job it was built and bought to do, well as though it had cost ten times its price, and had received the very best of care. It is because service that would be unusual in any other car is usual in the Ford that we sometimes lose sight of the actual quality and workmanship that make it possible Yet, in spite of that quality and workmanship, the Ford is still the lowest priced car, and the greatest value, in America We ask it again—do you know of a single car that will give so much in service and general satisfaction in return for so little care as the Ford?

Fordor Sedan	Tudor Sedan	Coupe
\$545	\$495	\$485
Touring Car	Runabout	
\$380	\$360	

All prices F.O.B. Chicago. Convenient terms—a small payment down and a year to pay the balance, easily arranged. Storage, demonstrable sales and balloon times standard equipment on all models listed above.

[illegible]

WHAT

do you want
that a *Ford*
can't give you?

52

Authorized Ford Dealers in Greater Chicago

Chicago Ford Dealers Co-Operate in Advertising Campaign

HENRY FORD'S decision last spring to cancel all advertising contracts was seized by his critics as another indication that Ford sales were slumping badly, that he was being forced to adopt a program of retrenchment. His judgment in selecting the advertising appropriation as the place for this lopping-off process to begin, however, was generally regarded as faulty, since it is agreed that the surest way to hasten the decline of an advertised product is to stop advertising it.

This move of Ford's, at any rate, was the signal for all the professional seers and business prophets to bring out a new assortment of predictions, rumors and "reports"

regarding the dire things that were about to happen to the Ford Motor Company or regarding the spectacular things the Ford Motor Company was about to do to startle competitors, depending on whether the prophet was an opponent or an admirer. Ford was credited with having said, "Advertising hasn't paid—I knew all along it wouldn't," or words to that effect.

That was seven or eight months ago. For close to five months afterwards no new Ford advertisements were to be seen anywhere. Then billboards appeared all over Chicago with the question, "What do you want that a Ford can't give you?" It was signed "52 Authorized Ford Dealers in

Greater Chicago." At first it was assumed that Ford had had a change of heart concerning advertising; this conviction became more general after the billboards were followed by newspaper advertisements a few weeks later, listing the 52 Ford agencies in Chicago and its suburbs.

When it became known that the dealers had acted upon their own initiative and had gone into an advertising campaign without being prompted by the factory, another rumor became current. This latest addition to the 1926 line of conjectures had to do with an alleged breach between Ford and his dealer organization. If Ford

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This Sales Drive Solved the Problem of Dealer Cooperation

By W. L. McCasky

Secretary and General Sales Manager
The Cole Manufacturing Company, Chicago

AFTER two summer months during which sales of stoves and furnaces lagged, as you might expect them to lag when the thermometer is shooting out the top of the tube and homes are being evacuated in favor of the seashore and the mountains, we cast about for some plan for turning to good account the six or eight weeks still remaining before the real season for stoves ordinarily opens. We wanted an immediate increase in sales volume — some plan for getting a running start on the Fall selling season.



COLE MANUFACTURING CO.

MANUFACTURERS OF COLE'S ORIGINAL FUEL SAVING SPECIALTIES
COLE'S HOT BLAST HEATERS AND FURNACES,
GAS RANGES, COMBINATION AND HIGH OVEN RANGES
OFFICE & FACTORY 3250-3260 SO. WESTERN AVE.

CHICAGO

September 10, 1926.

If you
don't want MORE
business this Fall

You are an exception and this letter will not interest you.

I am betting though that you are like every other progressive merchant - always looking for ways to INCREASE your business and SWELL your profits.

The fact that COLE'S PATENTED FUEL SAVING SPECIALTIES have been on the market for over 30 years and are sold today by over 6000 retailers is indeed a record that speaks for itself - certainly nothing but exceptional merchandise - MADE RIGHT AND PRICED RIGHT - could set the pace for such never ending popularity.

But that alone is not interesting to you. What interests you as a retailer is "STOVE SALES" - a hard boiled concrete plan for increasing YOUR BUSINESS - that's the thing that comes nearest to your heart - that's our reason for writing you.

We have such a plan - positively the STRONGEST RETAIL SELLING PLAN that has ever been offered by a manufacturer in the stove line and if you are really interested in doubling your stove and range sales this Fall NOW - today - is the time to act.

Write us for our NEW catalog, prices and discount - let us explain our plan - you will be amazed at what you've been missing.

Won't you do this good thing right now?

Yours sincerely,

COLE MANUFACTURING COMPANY,

W. L. McCasky
Sec'y & Gen'l Mgr. Sales

WLM:Z

Since this letter went out to a list of 10,000 dealers, returns have been coming in at the rate of about ten a day. Many of these inquiries have since been closed for new accounts.

The special campaign we laid out on "Resales" turned the trick. It gave us an increase of 32 per cent in shipments for September over the volume for the same month last year. It won 514,000 lines of dealer newspaper advertising on Cole products we otherwise never would have had. The added volume on repair business alone, together with the new business it is bringing, will result in many thousands of dollars' worth of additional new business directly attributable to this drive.

So far more than 130 dealers have held special selling events



Cole salesmen carefully supervised the dealers' window displays during the campaign described in this article. Windows like these were supplemented by attractive floor displays inside the stores.



centering around the sale of Cole products, and more are accepting our plan every day as the campaign progresses. These special "re-sales" by dealers were the backbone of the drive I am discussing.

Briefly, here's what we did: we laid out a complete plan for our retailers for having a three to six-day sale on Cole furnaces, ranges and stoves; then we put the strong effort of our sales force behind the plans and helped the dealers put these selling events on successfully.

Four newspaper advertisements formed the foundation of each sales plan. These were made up in big folders with instructions for conducting a successful sale. Complete advertisements were laid out

with illustrations and copy, and so arranged that each dealer could vary them to fit his individual market. For example, he could run all four ads on our gas range, or he could combine material on gas ranges and heating stoves in the same set of advertisements. Whatever material he needed was sent him without charge in mats and electros from our home office.

Retailers were urged to combine some premium plan with the other offers made in this sale, and space in the advertisements was reserved for announcing any such inducement the dealer cared to choose. Our own suggestions included aluminum kitchen ware, 500 pounds of coal free, a set of silverware, or a kitchen table.

After a dealer agreed to stage a sale, one of our salesmen worked with him in installing a window display, in developing the details and in seeing that he brought all possible selling forces to bear on his stove and heater business during the days of the special event. This personal help given to the retailer by the salesman on the territory was one of the prime factors in the success of the campaign.

In an article in the previous issue of "Sales Management" I described

a part of our general sales plan in which we urge dealers to use four special avenues of approach to new business: the telephone, cooperation with contractors, canvassing, and the holding of special clerks' meetings for lessons in salesmanship. Dealers were especially urged to incorporate any or all of these special methods in their plans for the sale week.

The "Resale" plan was launched August 15. Eight of our salesmen were called into the home office, thoroughly sold on the campaign, and sent out in teams of two to the towns near Chicago for a two-day try-out of the proposition. I made it a point to go into the field myself to see what reaction the presentation of this plan drew from a typical Cole dealer. On the fifth day all these salesmen came back to the office to exchange experiences and to go over the objections each had met during the try-out.

Where one reported a failure to sell the plan for some specific reason, another immediately came back with, "I had the same objection, but I met it this way: . . ." And soon the men had worked themselves into a high pitch of enthusiasm over the campaign, and had, to a great extent, solved each

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A Purchasing Agent Fires a Broadside at

Salesmen and Sales Managers

By a Chicago Purchasing Agent

I WAS busy going over plans and specifications for a new building. The contractor and architect were both in my office and we were scratching our heads trying to figure out a way to include all the features originally planned and at the same time keep within shooting distance of the original appropriation.

Those of you who know how fast costs run up in excess of the original estimate will understand how busy we were. It will also be easy to understand how difficult it would have been for me to stop this conference and go out to interview a salesman—particularly a salesman unknown to me and representing a company that was strange to me.

When I received word that a salesman was waiting to see me, I asked my secretary to go out and see him. Then I promptly forgot all about him. Hours later, when the architect and contractor had left my office, my secretary came in and said:

"My, but that was a fresh salesman you wished on me! Never had anybody talk so mean. Why, do you know what he said? He was selling paper and when I told him you were busy, he said he wouldn't bother talking to me about paper—not even the funny paper."

I thought it very poor taste for a salesman to talk like this and made a mental note of his name and company, resolving to tell him in plain words what I thought of such tactics if he ever called again.

Next morning the president of our company called me in to see him. He had a letter from that man's sales manager. The letter

THE purchasing agent who rasps out this diatribe against salesmen and sales managers feels that he has a perfect right to ignore salesmen, because so many of them call when they have nothing to say.

"I have plenty of time to listen to the salesman who brings facts and information. But most salesmen talk and talk and say nothing. I wish more of them would stop talking and say something. Then I would have time to see every salesman who calls. And I wouldn't have to keep them waiting either."

There is a world of truth in this article. Even though some sales managers may think it slightly overdrawn, the author assures us that the incidents described are typical of his day's work.

was almost as tactless and as poorly written as the salesman's conversation. The sales manager had received a report from his salesman that I refused to see him. Then the sales manager wrote a long harangue about courtesy to salesmen, reminding us that we had salesmen and that we should not under any circumstances refuse to see salesmen. He also made some highly complimentary remarks about the salesman's earning capacity, referred slightly to my earning capacity in comparison with that of the wonderful salesman.

The sales manager did not bother to ascertain that I am a stockholder and an officer in our company—he was so anxious to go over my head and put me in what he thought would be an embarrassing position, he didn't stop to learn whether I was just an ordinary clerk titled purchasing agent, or whether I really had buying authority.

Our president wrote this sales manager a courteous letter and told him to have the salesman come in any time and he would see to it that he would receive courteous treatment. But he didn't

say that courteous treatment would be all this salesman would receive. And I take it that the salesman's original intention in calling on us was to land some business, instead of just courteous treatment.

I wouldn't have described this incident at such length if it were an unusual one. I have grown accustomed to letters to the president. All of them point out that I am unworthy of my salt, that I do not know dollars from

doughnuts because I have failed to buy from certain salesmen.

It has always been a mystery to me why it is that a salesman thinks he can sell the president of our company when he can't sell me, the man the president pays to buy our requirements. If a salesman can't sell a man who is paid to do the buying, how can he sell a man who isn't a buyer at all?

Not long ago during a slack season I kept a record for two days of the salesmen who called on me without any apparent reason. That is, I recorded all the salesmen who really had something to say—some real information or news for me. Only about two out of ten or twelve a day had any real reason for calling. The others just dropped in to see if I needed anything in their line. This is the actual truth. They didn't seem to know why they called.

Two months ago the president of our company decided to buy a small truck for use in picking up city purchases, in taking our mail shipments to the postoffice, and in handling other light trucking jobs connected with our business. Although we have been a prospect

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And a Sales Manager Kicks Off the Lid in Discussing

Purchasing Agents

By a Cleveland Sales Manager

IT is impossible to write concerning purchasing agents without grouping them under some sort of classification. There are as many kinds of purchasing agents as there are different kinds of salesmen or brands of tooth paste.

The average purchasing agent is a detriment to salesmen. He stands between the salesman and the man who is to use the product. He prevents the salesman from bringing helpful information to the man who needs it most. These "average" purchasing agents look at price and nothing else. They buy only what, when and where they are told.

Some clerk who follows up orders and shipments and supervises the routine work of a purchasing department is necessary. But to call such a man a purchasing agent is as foolish as to call the president's secretary the general manager.

When a firm desires to systematize purchasing and clear all orders through one central department, it is perhaps natural to call the clerk at the head of the department the purchasing agent; but calling him that fools no one, and because it gives the clerk an exaggerated opinion of his importance, it simply makes the salesman's work more difficult, for he must carry on his transactions through a third party.

The exceptional purchasing agent is a distinct aid to the salesman who has a real message. This type of purchasing agent knows that he cannot buy a thousand different items intelligently and is always glad to bring the salesman and the factory men together.

THE sales manager who wrote this article is as bitter against a certain type of purchasing agent as the purchasing agent whose explosion appears on the opposite page is bitter against some salesmen.

One sales manager suggests a possible remedy. "Let the sales managers' associations meet with the purchasing agents' organization and start a weeding out process by working with each other to improve conditions in which both are interested."

Whether or not this would work out satisfactorily remains to be seen, but it ought to be worth trying, especially in these days when the cost of selling is rising so rapidly that profits in almost any business are often conspicuous by their absence.

An example: we had a proposition for one of our good customers. Our salesman felt sure it would save this customer a tidy sum in the course of a year. But he wasn't so sure that he could make positive statements. He wanted to check up some facts with the factory superintendent. He told his story to the purchasing agent (who happened to be an unusually good one).

The salesman was immediately introduced to the factory superintendent. Between the two of them the new plan was carefully investigated. The purchasing agent accepted the factory superintendent's advice, obtained an appropriation for the material and, after checking up to make sure our prices were not out of line, placed the order with us.

In a similar case the purchasing agent turned us down finally and completely. After the first call he refused to see our salesman. He declined to put our salesman in touch with the factory superintendent. But our salesman was too resourceful to take no for an answer. He caught the factory superintendent as he was leaving the plant one afternoon (after

bribing one of the employees to point out the superintendent) and told his story.

The factory superintendent took the matter up with the president and after three months the order, very similar to the first one I described, was placed—but not until the purchasing agent did everything he could to switch the business elsewhere because our salesman had gone over his head.

Now we are in a very ticklish situation there.

With the purchasing agent mad at us, we can hope for no re-orders unless we rely on the factory superintendent to plead our case. We must keep in close touch with him, and perhaps lay him open to criticism for stepping out of his province to interfere in buying.

Regardless of the fact that a purchasing agent is hired to buy, he often places as many barriers in the way of salesmen as is possible. He puts up a sign, "Salesmen interviewed only between two and four p.m. on Tuesdays, Thursdays and Fridays."

We have just such a case. One purchasing agent will see salesmen only after two in the afternoon. Another customer across the street, whom our salesmen could call on the same day, refuses to see salesmen except before ten a.m. What a waste of time!

Similar rulings cause a lot of lost motion in selling. We kept a record recently of three salesmen's work. We asked them to tell us exactly how much time they lost sitting outside buyers' offices waiting for the buyer's decision to see them. We asked these men not to count the time spent waiting when

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The Sales Condition Confronting the Truck Field

Inflated Trade-In Values Tie Up Capital, Jeopardize Profits, and Show Urgent Need for Better Selling

By M. L. Pulcher

President, Federal Motor Truck Company, Detroit, Michigan

THE used truck problem, as it appears today, is a conspicuous example of the result of an artificially stimulated market. The "trade-in" situation in motor truck sales has no established principle, therefore it has neither the desired outcome nor permanency.

In spite of all efforts on the part of men who understand its menace, to regulate the constant and unsatisfactory progress of the barter and haggle system in motor truck sales, its contributing volume of used trucks taken in at fabulous allowances, is increasing instead of decreasing. For this potent reason the sales condition now confronting the truck industry is one for deep and pregnant consideration.

Two Price Listing Methods

Primarily, there are two clearly defined methods of retail price listing on new trucks, to be contemplated. One is predicated on an over-price which provides for a trade-in differential by means of an excessive discount. The other is a right price based on value and carrying with it a short discount. It is logical to suppose that the public will benefit more definitely by the second than through the first pricing system. The second is founded on a correct value with a reasonable profit to the vendor and in relation to the investment, the allowance value on the old truck is actually greater than the credit given in the first system, with the overburdened retail price, for trade allowance "wash up."

The "unused transportation" contention is an illusion and an alibi. The buyer of a new truck gets 100 per cent unused transportation. The amount of usable mileage left in the old truck is, to say the least,

a theoretical speculation. To make the old truck serviceable and worthy of resale is, almost without exception, a costly procedure. And in most cases, it is an impossibility to get the reconditioning charges back in full, through the resale.

Approximately 75 per cent of the new truck sales are conditioned on the acceptance of an old truck. Under normal merchandising this would have a tendency to clear the market. Under present practice it stagnates the flow of new sales by involving capital investment. There is a way which will relieve this condition if looked upon in the true light of what an old truck actually means to a new truck sale. The acceptance of the old truck in the sale is a cash credit and nothing more. Therefore it must rightfully be considered in terms of cash received and not as an unknown quantity with an unknown value.

This viewpoint is particularly stressed when the old truck is part or all of the down payment. Especially since the down payment is, supposedly, a guarantee of the payment of the deferred installments. In recognition of this factor there is now a movement on hand to regulate down payments and to shorten the period over which the installments run. This is undeniably a progressive and beneficial step for everyone party to the sale.

"Temporary Sales"

Mainly, it will prevent, to a considerable degree, what may be called "temporary sales." There is a not unusual custom, on the part of certain buyers, of getting a truck with the smallest down payment possible, using it during the busy season and abandoning it to repossession. Greater down

payments and larger monthly installments will shift the responsibility to the purchaser, as was always intended.

There are two strange points in the current relationship of used trucks to new truck sales. The first is that the buyer is deliberately fooling himself with an exaggerated idea of his own caniness, because he inevitably pays the price somehow, sometime. The other is that the retail truck merchant should fail to realize that keeping the old truck running is more immediately important than new truck sales. The longer the old truck runs the less valuable it becomes. This forces, naturally, more new truck sales to those who ordinarily would attempt to buy a used truck.

Production and Sales Team-Work

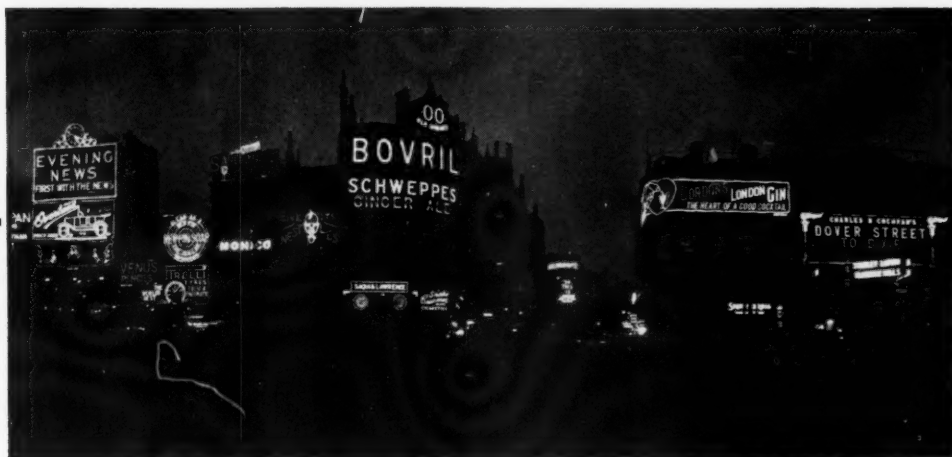
When we take into consideration that there are always peaks and valleys in sales, it must be apparent that excess stimulation must be followed by a corresponding depression. From this standpoint the obligation of the truck industry is to endeavor continuously to standardize production and sales effort. It is correct because it definitely reduces overhead, which is of all the elements the most elusive and important to profits.

After all, salesmanship is selling goods at a profit and unless everyone contributory to the sale makes a profit, someone will suffer. Theoretically, old trucks should have a listed selling price by year, type and model, exactly as do new trucks. This presents a definite standard of value against which allowance may be made, in order that reconditioning may be done without resale loss.

Is Your Product Listed Here?

WITH increasing interest, many American concerns are turning their eyes toward export markets with the thought of developing foreign business as an offset to a possible slow-down in domestic markets.

Great Britain's backwardness in advertising her own products, together with the fact that she is already America's best customer, makes the British market unusually attractive to American sales executives. Literally dozens of widely advertised items in America have no nationally advertised and widely distributed counterparts in Britain. Some of these products are listed in the accompanying article.



The Gates Are Open For These American Products in England

An Analysis of Sales and Advertising Opportunities
For American Specialties and Staples in England

By John C. Kirkwood

BRITISH manufacturers, considered as a class, are far behind American manufacturers in the employment of advertising to make markets for their products. Thus, there are in the United States considerably more than 100 classes or varieties of products of common consumption by the general public being nationally advertised, and being made nationally obtainable from local sources of supply for which, in Great Britain, there are no "opposite numbers." By "opposite numbers" is meant:

1. Products of British origin and manufacture;
2. which are being nationally advertised;

3. and which also have been made nationally obtainable from local sources of supply.

In checking up the accuracy of the above affirmation in relation to each class of product, one should use all three tests as defined.

Some illustrative examples will help to make clearer the significance of the assertion that in the United States there are over 100 classes of products of common consumption by the general public being nationally advertised and made nationally obtainable from local sources of supply, for which in Great Britain there are no strictly British "opposite numbers."

Take electroplate, for example. Some American brands of

electroplate, which are both nationally advertised and nationally obtainable from local sources of supply, are Community, Wallace Bros., Rogers 1847, International, Holmes & Edwards, and Alvin.

In Great Britain the only advertised brands of British-made electroplate are Princes, made by Mappin & Webb; Regent, made by the Goldsmiths & Silversmiths Company, and Elkington, made by Elkingtons; but the advertisements of these brands direct the public only to the makers' own retail shops; that is to say, these brands have not been made nationally obtainable from local sources of supply. Take linoleum: no British-made linoleum (meaning of British

origin) is being nationally advertised by its makers, with the consuming public being directed to convenient local sources of supply. It is true that Staines inlaid linoleum is universally obtainable, and has a good name, but it is not being nationally advertised in the public press. Congoleum is both nationally advertised and nationally obtainable in Great Britain, but it is of American origin.

No brand of British-made ready-to-wear clothing for either men or women is both nationally advertised and nationally obtainable from local shops. In America brands of men's clothing being nationally advertised are Hart Schaffner and Marx, Society, Fashion Park and Kuppenheimer, and everywhere these brands are obtainable from local dealers.

Opportunities for Many Products

The gaps left wide open by British manufacturers in their home market have been occupied, in some hundreds of instances, by American manufacturers, and the inflow into the British market of American-made branded-and-advertised products continues in undiminished volume. Among the latest entrants are the makers of iceless refrigerators—Frigidaire, Kelvinator and Servel.

The failure to employ national advertising combined with national distribution (from local sources of supply) by British manufacturers, to promote the sale of their products, is strikingly revealed in the list which follows.

The following classes or varieties of products are in Great Britain not nationally advertised and made nationally obtainable from local sources of supply by strictly British manufacturers:

Food Products:

Cooking oil
Shredded coconut
Flavouring extracts
Yeast

Lard
Coffee

Molasses
Sugar
Pancake flour

Bacon and ham
Grape juice

Domestic Sundries:

Electric refrigerators

Kitchen cabinets

American nationally advertised and nationally available brands:

like Wesson and Crisco
Bakers
Burnham's
Fleischmann, Northwestern
Silverleaf
Maxwell House, Monarch
Brer Rabbit
Domino
Aunt Jemima, Pillsbury, Teco
Premium, Star
Welch

Alaska, Absopur, Kelvinator, Frigidaire, Copeland, Servel, Seeger, Universal, Leonard
Hoosier, Boone, Sellers

Kitchen furniture
Electric ironer

Electric washers

Electric utilities

Aluminum ware

Enamelware
Sterling silver

Electroplated ware

Chinaware
Oven glassware
Table glassware
Borax
Garden hose

Oil stoves

Clothes line
Drain cleaner
Food chopper
Can opener
Garbage receptacle
Egg beater
Home motor
Bird cage
Clocks

Furniture and Furnishings:

Rugs

Metal furniture
Linoleum

Furniture

Electric lighting
fitments
Window shade material

Sash cord
Curtain rods
Castors
Folding furniture

Davenport
Bedspreads
Tables
Rug cushion
Treasure chest

Building Materials and Sundries:

Lumber

Plumbing sundries

Locks and hardware

Tools

Saws

Metal lath
Weatherstrip

Furnace boilers and radiators

Oil heating systems

Coal window
Brass pipe
Iron pipe
Patching plaster

Feminine and Children's Apparel:

Children's waists
Baby garments
Sleeping wear
Children's wear
Waterproof sheeting
Women's coats
Day dresses
Felt slippers
Men's Wear:
Sports jackets
Sports shoes

Hose

Clothing

like Porce-Namel
" Horton, Simplex, Thor, Savage
" Thor, Graybar, Horton, Maytag, Easy
" Westinghouse, Hotpoint, Manning & Bowman, Universal
" Mirro, Wear Ever, Viko, Aluminex
" Vollrath
" Barton & Reed, Gorham, Towle, International
" Rogers 1847, Community, International, Holmes & Edwards, Alvin, Wallace Bros.
" Syracuse
" Pyrex
" Heisey
" 20-Mule Team
" Crackproof, Goodrich, Good Luck
" Perfection, Florence, Red Star
" Silver Lake
" Drano
" Dandy, Climax
" Blue Streak
" Sanetto
" Blue Whirl, Ladd
" Hamilton Beach
" Hendryx
" Westclox, Ansonia, Seth Thomas

" Herati, Mohawk, Whittall, Kimlark
" Verona
" Congoleum, Blabon, Armstrong, Bird
" Karpen, Berkey & Gay, Simonds
" Riddle, Markel

" Hartshorn, Brenlin, Dupont, Columbia, Tontine
" Silver Lake
" Kirsch, Judd
" Bassick
" Stockmore, Bicknell, Gold Medal
" Kroehler
" Dolly Madison, Stevens
" St. Johns
" Ozite
" Caswell-Runyan

" Armstrong's Corkboard, Celotex, Upson, Beaver, Sheetrock, Gyp-Lap

" Crane, Kohler, Standard, Easy Set, Church
" Corbin, McKinney, Yale, Sargent
" Yankee, Plumb, Red Edge, Crescent, Nicholson, Stanley, Walworth, Stillson, Trimo

" Disston, Atkins, Simonds
" Herringbone
" Chamberlain, Economy, Boseley

" American and Ideal, U. S., Capitol, Estate Heatrola
" Hart, Kleen-Heat, Williams Oil-O-Matic, Nokol, Nesco

" Majestic
" Anaconda
" Byers
" Rutland

" "EZ", Kaynee, Nazareth
" Vanta
" Glovers
" Jack Tar Togs
" Stork
" Hart Schaffner & Marx
" Dix
" Daniel Green

" Puritan
" Keds, Goodrich, Fleetfoot, Servus
" Holeproof, Ipswich, Iron Clad, Allen A, Monito, Tru-fab, Interwoven

" Styleplus, Hart Schaffner & Marx, Adler Collegian, Fashion Park, Kuppenheimer, Society, Middishade

Workmen's clothing
Garters

Suspenders
Belts and buckles
Collars

Personal:
Jewellery
Chains
Toilet clipper
Optical goods

Watches

After-shaving lotion
Paper handkerchiefs
Nursery bottle

Miscellaneous:
Fire extinguisher
Sheet iron
Trunks
Glue
Flashlight

Paper towels
Paper sundries
Scissors
Oil
Fencing
Lamps

like Nogar
" Paris, Boston, Brighton, Club
" President
" Hickok, Hickory
" Van Heusen, Arrow, Ide

" Traub, Krementz
" Simmons
" Brown & Sharpe
" Wellsworth, Kryptox, Shur-on
" Waltham, Hamilton, Elgin, Howard, Ingersoll, South Bend, Keystone

" Aqua Velva, Ingram
" Kleenex
" Pyrex, Hygeia

" Pyrene
" Armco
" Whearey, Hartmann
" Le Page
" Yale, Burgess, Eveready

" Scott Tissue
" Dennison
" Wiss
" 3-in-One
" Cyclone
" Adjusto-Lite, Buss

This list of 100 products could be very greatly extended if one were to include products relating to motoring and radio.

In Great Britain the manufacture of pottery, steel products, such as cutlery and tools, electroplated ware, linoleum, linen, cotton and wool clothing, upholstery and furnishing fabrics, lace and leather, to name no more classes of manufacture, may be said to be national industries, yet, speaking broadly, these industries have quite failed to produce many national advertisers. The pottery makers, the lace makers, the makers of cutlery, tools and electroplated ware, and the linoleum makers have quite failed to employ advertising as a sales agent. The makers of cotton, wool, and artificial silk fabrics have been enterprising in certain directions, but the linen industry of Northern Ireland has employed advertising scarcely at all.

More Missing Popular Brands

Lace-making is a diminishing industry, and many assert that its recent rapid decline can be attributed to its failure to maintain, by advertising, the vogue of lace for dress and window decoration.

Although Great Britain sends abroad as travelers every year many hundreds of thousands of its public, yet it has not a native-made branded-and-advertised trunk, and but a single nationally advertised-and-distributed suit case. The British blanket makers have produced but a single advertiser whose branded blanket is both

(Continued on page 761)

"WE TUNED IN!"

An authorized interview with

MR. ALEX. EISEMANN, Treasurer and Director of Merchandising
Freed-Eisemann Radio Corp., Brooklyn, N. Y.

"**G**AINING an unusual sales volume these days is largely a matter of 'picking your spot' and then going to it! Obviously, the choicer the spot, the keener the opportunity.

Now, just what makes a spot 'choice'? Simply these essentials: A section in which the people have been employed *continuously* for a long time and therefore have the money to spend. A section so compact as to location of population that the high overhead of modern sales making may be overcome by volume sales and a profit left. And last, a section easy to cover with salesmen in point of time, and easy to blanket with advertising in an intensive manner."

* * *

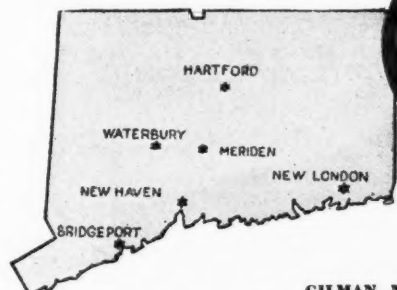
Some analysts *say* one thing and *do* another. But not Freed-Eisemann, makers of the celebrated radio sets. Freed-Eisemann discovered that Connecticut answered PERFECT on all counts as a market of great sales potentialities. And so—since the proof of the pudding is in the eating—Freed-Eisemann has furnished proof by deciding to invade Connecticut intensively, supporting its sales force with a strong advertising campaign in the Connecticut Six-Star Combination.

When you cover the six cities of Hartford, Bridgeport, New Haven, Waterbury, Meriden and New London you cover Connecticut, for 90% of the State's population lies within the trading zones of these six cities.

Isn't there something here worth your looking into—to help out *your* sales quota?

SPECIAL DATA ON THIS MARKET GLADLY
FURNISHED ON REQUEST

The **CONNECTICUT**
SIX-STAR
COMBINATION
BLANKETS THE STATE



HARTFORD COURANT
BRIDGEPORT POST & TELEGRAM
NEW HAVEN JOURNAL-COURIER
WATERBURY REPUBLICAN AND AMERICAN
MERIDEN RECORD
NEW LONDON DAY

GILMAN, NICOLL & RUTHMAN, Representatives

19 West 44th St. New York	73 Tremont St. Boston	410 No. Michigan Ave. Chicago	507 Montgomery St. San Francisco
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A National Advertiser asked, . . . “How can I make my Greater New York advertising pull longer?”

“There’s one way” replied the Department Store Owner. “Make the Sunday New York American the backbone of your advertising. It’s the All-Day Home Newspaper and it sells goods all through the week.”



THERE’S no newspaper like a Sunday newspaper for *keeping at* creating business. Monday, Tuesday, Wednesday, Thursday—even later every week—specific evidence proves that the Sunday New York American keeps on producing sales. It’s the All-Day Home Newspaper—the newspaper with the longer reading life; hence it exerts a longer-lasting sales influence.

Where? In the suburbs and in the city.

In suburban Long Island and Westchester, in the three wealthiest buying counties in America, the Sunday New York American★ makes as many people familiar with your product as the next two standard newspapers added together.

In Metropolitan New York where it reaches 40 percent of *all* readers of standard Sunday newspapers, as in these suburban counties, the Sunday New York American influences as

many people in all income groups as *any* million circulation—and more, proportionately, in the higher income groups than smaller circulations.

—and it bears your advertising into their homes on the day of leisure. It’s there when the family’s there. It’s there when the family has time to read. It’s there when your advertising has the best chance to make a lasting impression. And it’s there when all members of the family are deciding next week’s New York purchases.

Whether your product is a necessity or a luxury, the newspaper with the greatest buying circulation—“The Backbone of New York Advertising”—will direct business to you constantly, day after day.

To reach your market—to sell your product—Sunday is the day, the home is the place, and the Sunday New York American is the paper.

Sunday New York American

“The Backbone of New York Advertising”

SUNDAY A. B. C.—1,083,805

★ In Westchester, Nassau and Suffolk Counties, the richest suburban counties in America, the Sunday New York American reaches more than 50 percent of the native white families.

In these three counties there are 65,180 income tax

payers, 115 golf courses and 133,019 owners of passenger cars.

With the Sunday New York American you reach *actually* many more of these people than with any other New York newspaper—morning, evening, or Sunday.

New York, 1834 Broadway Boston, 5 Winthrop Square Chicago, 326 W. Madison St. San Francisco, Monadnock Bldg.

A Common Sense Discussion of

CHAIN STORE GROWTH

Chain stores now control one-twelfth of total retail sales in the United States and are showing amazing growth in number of stores as well as sales per store

By D. G. Baird

organizations. It is estimated that chain stores got over 8 per cent of the total volume of retail trade last year, which means that a

The development of chain store merchandising is the result of applying scientific methods to retailing and constitutes one of the most amazing chapters in the history of the commercial life of this nation in which "amazing" records have become commonplace.

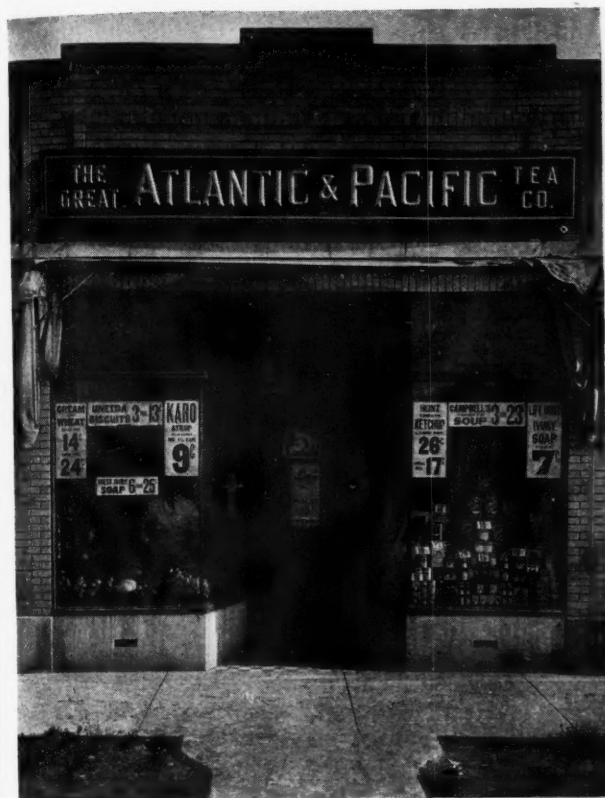
There were many obstacles in the way of applying scientific methods to retailing. The manufacturer could build his plant where he could take advantage of the greatest natural resources

The development of chain store merchandising is the result of applying scientific methods to retailing, and constitutes one of the most amazing chapters in the history of the commercial life of this nation in which "amazing" records have become commonplace.

THE biggest single market in almost any retail store field today is a chain store system. No matter what one has to sell to retail stores— notions, drugs, toilet goods, hardware, dry goods, clothing, hats, shoes, furnishings, millinery, groceries, meats, furniture, furs, jewelry, electrical supplies, automobile supplies, radio, or what have you?—there's a chain store system ready to place an order that will equal in size a few hundred or a few thousand orders from independent retailers; provided, of course, the terms are satisfactory.

Chain stores have multiplied so rapidly in recent years and the growth of established systems has been so phenomenal, few who have not made a close study of the field have any conception of the magnitude of the business now being done in this country by such

comparatively few mercantile organizations are doing a total volume of about four billion dollars a year. Just incidentally, they are showing increases every year, whether times be good or bad.



and could ship his goods from there to his customers, but the retailer was under the necessity of locating his store where his customers not only could but would come to him.

The manufacturer specialized in one or a few lines; the retailer carried a multitude of different lines. The manufacturer sold his goods to business men and could expect them to understand and use business methods and practices; the retailer sold to the general public and found it difficult to establish business methods and practices in his dealings with his customers.

The manufacturer, therefore, was able to adopt scientific methods long before the retailer even thought of the possibility of improving his methods of distribution. When he did undertake to develop a science of retailing, he had to overcome the prejudices of the general public, which was not an easy task.

Department Store Beginnings

Marshall Field and John Wanamaker systematized the general store and converted it into a department store. They introduced the one-price principle and refused to deviate from it, notwithstanding the fact that they at first lost customers by so doing. They introduced what is now known under the highly elastic term, "service," and they were the first to take the position that the customer is always right.

With the rapid increase of urban population, the department stores grew rapidly. Their volume increased by the proverbial "leaps and bounds," necessitating the application of more and more system in the conduct of their business and the placing of specialists in charge of the different departments. Being under one roof and one management, they were able to advertise extensively at small cost and to undersell their smaller competitors in many lines.

But a department store, even now, essentially is nothing more than a combination of 50 to 150 or more separate departments under one roof and one management. A majority of these departments have nothing else in common. There is no relation whatever, for example,

between floor paint and flapper paint, or between men's furnishings and house furnishings.

This being true, a department store that does a volume, say, of a million a year in a given line has no particular advantage over a specialty shop that does an equal volume in the same line. Certainly its buying power is no greater, and the specialist in charge of the department lacks many of the advantages of the proprietor or manager of a specialty shop. Not only so, but if a department store could successfully operate a large number of unrelated departments, it seemed reasonable to suppose that the specialty shop operator could manage more than one store in his particular line and thus multiply his volume to a point where he could secure buying concessions that even the biggest department stores could not equal.

Woolworth observed the tremendous activity in the notions and small-ware departments and determined to establish a store in which he would sell nothing but such goods, at low, uniform prices. He opened his first store in Lancaster, Pennsylvania, in 1879, and this, in addition to being the first of the five-and-ten-cent stores, was the beginning of the first great chain.

Pioneers in the Chain Field

McCrory was quick to see the opportunities in this new field and he opened a similar store in Scottsdale, Pennsylvania, in 1882, with an initial capital of less than \$2,000. Growth was comparatively slow at first and fifteen years later S. S. Kresge was able to buy a partnership with McCrory for \$8,000. Two years later, or in 1899, Kresge and McCrory separated and the former took the Detroit store as his share of the business. This was the beginning of the Kresge chain.

It was not until the beginning of the present century that these chain systems began to expand rapidly. It took Woolworth thirty-one years to reach a volume of \$50,000,000 a year; eight years later, he had crossed the \$100,000,000 a year mark and he required only five years more to add the

second \$100,000,000 a year to his volume.

Up to 1912, Woolworth had expanded solely out of earnings and little note had been taken of his activities. In that year, however, the F. W. Woolworth Company was incorporated and absorbed S. H. Knox and Company, The E. P. Charlton Company, and F. M. Kirby and Company. This incorporation revealed for the first time the huge possibilities in merchandising from the viewpoint of "Big Business," for the \$50,000,000 common stock issued had no net tangible asset value, being represented solely by \$50,000,000 worth of "good-will," generally regarded as plain "water." It is only fair to add, however, that this good-will has since been written down to \$1 and that the common stock now has a net tangible asset value of about \$90,000,000.

Mounting Annual Sales Volume

Woolworth's volume reached \$100,000,000 a year for the first time in 1918. By that time, Kresge was doing a business in excess of \$36,000,000, McCrory was close to the \$10,000,000 mark, and financiers, and even the chain-store operators themselves, were beginning to wonder whether the saturation point had not about been reached.

It had not. Six years later, Woolworth's volume was over \$200,000,000, Kresge's had grown to \$90,000,000, and McCrory had crossed the \$25,000,000 mark. Woolworth's sales last year totaled \$239,032,946; Kresge's, \$105,965,610, and McCrory's, \$29,593,208. For the first seven months of 1926, these three chains show increases of 6.27 per cent, 12.57 per cent, and 17 per cent, respectively.

But go back a bit. In 1915, Woolworth was operating 805 stores and the total volume was \$75,995,774; in 1925, Woolworth was operating 1,423 stores and total sales were \$239,032,946. In percentages, this shows an increase of only 76.7 per cent in the number of stores operated, whereas sales increased 217 per cent in the ten-year period. Average sales per store were \$94,404 in 1915; \$167,978 in 1925.

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Your Sales Meeting Film and Printed Sales Talk are inside
NEWSPAPERS' FILM CORPORATION
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JAM HANDY PICTURE SERVICE

**Project Your Personality
into Every Branch Meeting**

Put your own view before all the men in your organization. Give them a picture pattern of the right action in the right way. Give them your idea direct, as if you were there yourself showing them.

Well planned pictures, carefully schemed to your needs, will put your ideas across—pointedly.

This method is an entirely new and original means of sending your information to the field in picture form. It is now possible to hold scores, hundreds or a thousand store meetings or local conventions simultaneously, at a cost of a few dollars each—without traveling expense, executive supervision or loss of men's time from the field. Our clients are holding thousands of meetings regularly with our service.

We are organized to give whole-hearted assistance to progressive companies that wish to train the retail salesman by a simple, easy method that saves expense. For this purpose we offer the services of an experienced staff, highly skilled by ten years of preparing special material for training purposes, directed by sales promotion ability of high calibre and governed by sound ideals.

Send us an outline of your selling set-up and we will submit a suggestion for multiplying your sales education at greatly reduced cost.

Every picture we have ever produced has helped accomplish the buyer's purpose.

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STILL AND MOTION PICTURES — PROJECTORS — ANIMATED DRAWINGS — SCREENS — SLIDES — SLIDEFILMS
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REGIONAL SALES AND SERVICE AT ALL PRINCIPAL POINTS

Face to the Public

THERE is an old adage in the law courts that you can tell where the personal interest of a witness lies by the direction in which he turns his face.



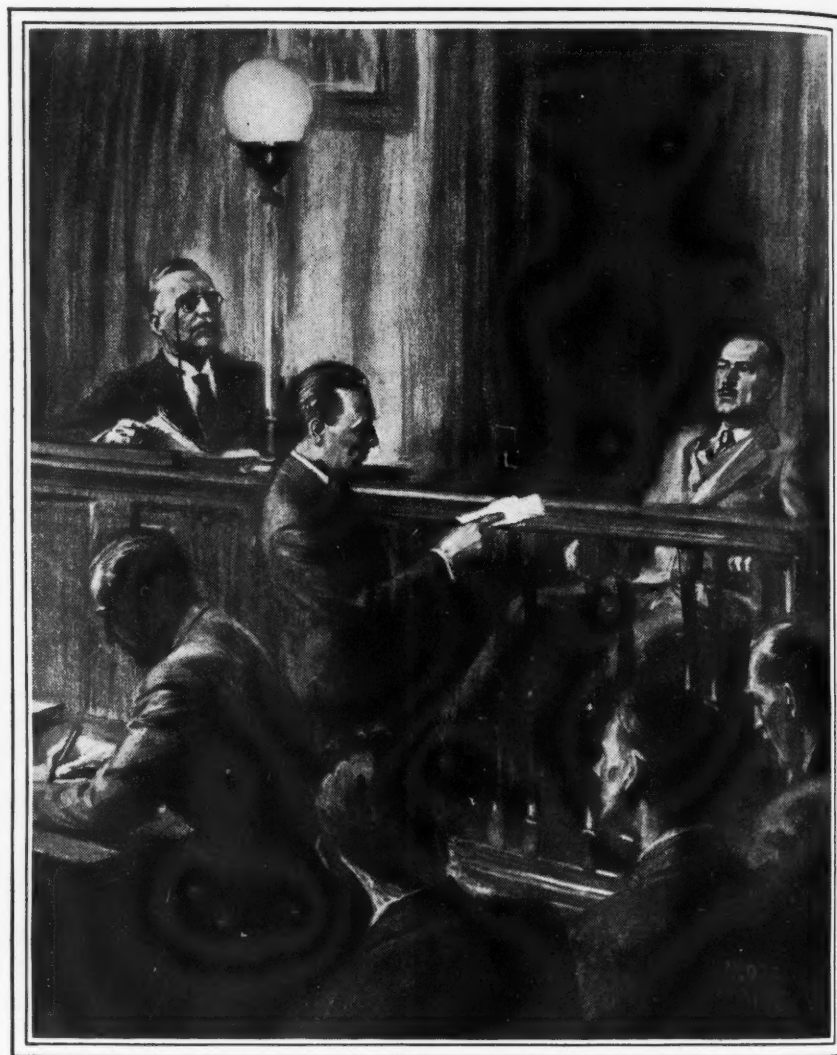
AN EDITOR is like that. He is a witness in court every day. By the direction in which he turns you can tell where his interest lies. *And an editor, more than any other man in public life, must keep his face to the public. For from it, he derives his impressions of daily life, his inspiration to write, his policy to pursue. The editor and his people must be one.*



SINCE 1879, the Scripps-Howard newspapers have faced the public. *They have preached the doctrine of sane, American liberalism—wisely and temperately. These papers have won many battles in this cause. But they have always*



SCRIPPS-HOWARD



waged their fight in behalf of their readers.



TODAY, the Scripps-Howard newspapers serve more than a million

and a half families. These newspapers are published in twenty-four leading cities. This is popularity. *But the readers of the Scripps-Howard newspapers also accord them confidence and respect—the greatest reward of journalism.*

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Indianapolis (Ind.) - TIMES
Denver (Colo.) - - EXPRESS

Toledo (Ohio) - NEWS-BEE
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Akron (Ohio) - TIMES-PRESS
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Terre Haute (Ind.) - POST
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Kresge was operating only 140 stores in 1915 and total sales were \$20,943,300; in 1925 the number of Kresge stores was 305—of which 78 were 25 cents to \$1 stores—and total sales were \$105,965,610; an increase of 117.8 per cent in the number of stores operated and of 405.9 per cent in sales.

McCrory statistics for 1915 are not at hand, but others are, and these show that between 1917 and 1925 this chain's volume of sales increased 277 per cent, profits increased 814 per cent, and the number of stores increased 28 per cent. McCrory was operating 183 stores at the end of 1925.

Statistics reveal that, without exception, Woolworth's sales have increased each year since 1906, Kresge's since 1909, and McCrory's since 1917. Whether they had any bad years prior to these dates, the material at hand does not reveal, as it does not go back farther. It will be remembered, however, that there have been some periods of business depression during the time here covered.

Increases Are Big and Steady

The S. H. Kress Company and the F. and W. Grand Stores are two other chain systems in the "five-and-ten" field that are making rapid progress, but the statistics given on the three leaders should suffice for this group.

The success of the "five-and-tens" encouraged the forming of chain systems in other fields, and there is hardly a retail line today that has not been invaded by a chain organization.

In the grocery field, for example, there is at least one local chain organization in every city, and several chains in this line operate in numerous cities, while a few operate nationally. Notable among the latter is the Great Atlantic and Pacific, which is the largest mercantile organization in the world. This chain consists of over 12,000 stores and last year did a volume of nearly \$400,000,000.

First National Stores, Inc., operates 1,636 grocery stores, 12 meat markets, and nine restaurants and its sales last year totaled \$54,877,121.

National Tea Company has 784 grocery stores in Chicago, Des Moines, and Kansas City and did a volume last year of \$47,450,885. Its sales for the first half of 1926 registered an increase of 16.87 per cent.

The Kroger Baking Company, Continental Grocery Stores, and F. W. Smith Company are among the other large organizations in the grocery chain-store field.

The People's Drug Stores, with headquarters in Washington, D. C., and the Owl Drug Company, with headquarters in Los Angeles, are two other large organizations in this field. It is estimated that there are at least 350 drug-store chains in the country.

Direct Outlets for Shoes

The women's specialty shop is a favorite with chain-store operators, but like the grocery and drug lines, it supports a large number of small chains, rather than a few big ones. National Cloak and Suit is perhaps the largest in this group. This is one of the few chain-store systems to show a decline in sales during the last year or so, its volume having declined to 46,685,000 in 1925, from \$49,225,000 the previous year. Several other chains in this field operate in ten to thirty cities.

In the men's wear line are both big and little chains, some of which carry everything in the way of men's ready-to-wear, while others specialize in just one or two lines, such as hats, shoes, and even shirts and neckwear. Quite a number of clothing manufacturers have established retail outlets in principal cities, but the majority of these cater to the popular price trade. Weber and Heilbroner, Browning-King, and Capper and Capper are among those that carry both clothing and furnishings of the better grade.

The shoe manufacturers probably have gone further than any others in establishing direct outlets for their goods, but there are several shoe-store chains that act in a retail capacity only. The G. R. Kinney Company, while it owns or controls six shoe factories, having a combined capacity of 13,000 pairs of shoes a day, buys a large number of shoes which it retails through 222 stores in 84 cities of

31 states. Its volume last year totaled \$18,031,000. The Melville Shoe Corporation, of New York, operates three chains of retail shoe stores for men, comprising 207 stores, under the trade names of John Ward Men's Shoes, Rival Shoe Company, and Thom McAn. Taking these in reverse order, the Thom McAn stores specialize in shoes at \$4, the Rival stores feature a \$5 shoe, and the Ward stores carry shoes ranging in price from \$7 to \$11. Sales in 1925 totaled approximately \$11,000,000.

Chain hat, millinery, confectionery, tobacco and shirt stores are numerous, but the majority of these, with the exception of a couple in the tobacco line, are small, factory-owned concerns. United Cigar Stores and Schulte are two big chains in the tobacco line. There are also several chains in the hardware, furniture, and paint lines, but no one outstanding leader in either group.

Some Comparative Figures

The present era of scientific retailing began with the advent of the modern department store. This new method of merchandising spread rapidly and is still making good progress, but in recent years the chain systems have expanded far more rapidly than have the department stores. Now the two systems are being merged and the chain department stores are now the order of the day.

Gimbel Brothers, of New York, is the largest operator in this field, with sales totaling \$109,101,565 in 1925.

The May Department Stores operate large stores in Cleveland, St. Louis, Akron, Denver, and Los Angeles and last year did a business totaling \$97,117,891; a jump from \$89,932,915 in 1924.

The J. C. Penny Company, with 697 stores at the end of 1925, is an exception to the general chain idea in that it operates chiefly in the smaller cities and towns and seeks the low-rent districts. This chain's volume leaped to \$91,062,616 in 1925 from \$74,261,343 the previous year. Expansion plans now under way call for a total of 745 stores by the end of 1926 and a volume of

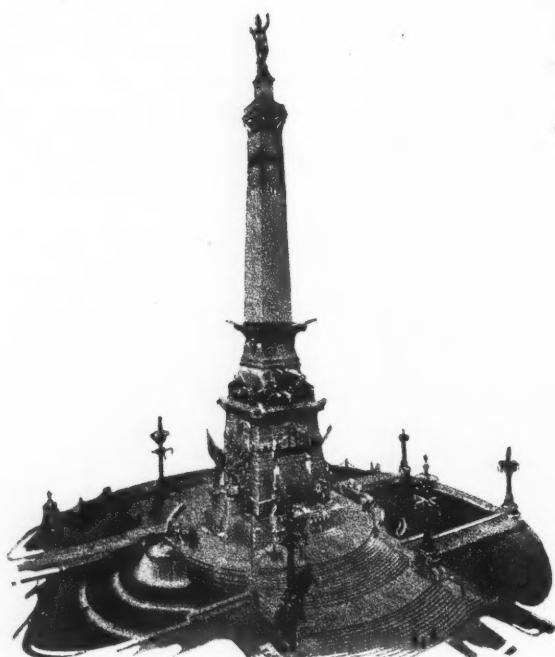
(Continued on page 766)

AFTER ALL, aren't you more interested in what the great, prosperous, successful national advertisers think of the Indianapolis Radius as a market, than in what we say of it? Theirs is the voice of experience.

Isn't the testimony of the thousands of dollars they have invested in winning the Indianapolis Radius, and the infinitely more important thousands they have taken out of it in profits, more conclusive even than the unanswerable statistics we can quote? Theirs is the voice of experience.

National advertisers bought 45.6% more space in The Indianapolis News in the first eight months of 1926 than in the same period in 1925—and 1925 was the year of greatest total advertising volume in the 56-year history of The News.

The total of 2,691,297 lines of national advertising for the first eight months is far greater than that of all other Indianapolis newspapers combined—the largest volume for any 6-day newspaper in America published in a city of 500,000 or less—and the third largest national volume for any 6-day newspaper in America, regardless of the size of its city or market.



The Soldiers' and Sailors' Monument, in the center of Indianapolis, is the center of one of the primary markets of the nation—the Indianapolis Radius, with 2,000,000 consumers.



THE INDIANAPOLIS NEWS

Frank T. Carroll, *Advertising Director*

CHICAGO
J. E. LUTZ
The Tower Bldg.

NEW YORK
DAN A. CARROLL
110 E. 42d St.

Letters That

Sell Advertising

—and Why

II. The Man Who Believes in Advertising But Thinks He Cannot Afford It

By Cameron McPherson

HENRY FORD in a moment of great wisdom said: "Every man thinks he is a lot poorer than he really is." When Henry said this he was thinking about selling baby Lincolns. Perhaps he was explaining why so many people who could afford an automobile bought a Ford. And even though his sales have been off a bit lately, there is truth in Henry's theory. We especially commend it to men who sell advertising.

Anyone who has ever sold advertising has met the man who thoroughly believes in advertising; who looks forward to the day when he will be an advertiser; but right now—"we can't afford it."

Advertising is all right for his big competitor down the street. He can afford it. It is all right for the fellow who makes chewing gum or tooth paste. He has such a big margin of profit, you know. "But our business is different, we make only a small profit." I some-

times think that one of the costliest luxuries in business today is that beautiful, far-away mirage about the money made by the other fellow. Sales managers lose patience with the salesman who wants to go into some other line of business because it is so much



This is the second of a series of thirteen articles which Mr. McPherson is writing on this subject for "Sales Management." The first article appeared in the issue of October 2 and dealt with "Getting in Touch With the Man Who Needs to Advertise." In a subsequent issue Mr. McPherson will discuss "The Concern that Tried Advertising Once."

easier to make money. They well know that in the long run all businesses hold about the same opportunity for a salesman who is willing to work—but they will stop in the middle of dictating such a letter to one of their own men to tell someone else's salesman about

pauper's graveyard.

What we are considering here is not the fellow who has nothing to advertise, but the concern that needs advertising yet feels it is some sort of a luxury like a diamond ring, or a fur coat; something that must be done without

how much more money the fellow in the other business makes. It never occurs to them that the reason the chewing gum chap and the tooth paste chap have more money to put back into advertising is because they advertise. Please don't misunderstand me. I am not one of those fanatics who believe every one should advertise. On the contrary, there are a great many concerns advertising that should not advertise. I have little patience with the advertising man who over-sells advertising; who recommends advertising for any and every business ail. The man who sits down to write a letter designed to sell advertising with a conviction that everyone who doesn't advertise is a fool is the biggest fool of all, because there are many concerns that don't advertise which are making healthy profits and which will probably be in business after some of the present crop of advertising speculators have been buried in the

Letter to a man who is losing money through his fear that advertising is too costly

Dear Jones:

If a man really cannot afford a thing--however much he may desire it--he should not buy it.

But there is such a thing as paying for something without getting it.

That is often true of advertising. It is absolutely true, I know, in your case.

It is a fact that most of the business men who have built up big, successful businesses in your line, advertised before they had made a success of their business. I know of several instances where they borrowed the money.

Advertising short-cut success for them. They did not have to wait for one customer to tell others about them. It was easier for them to get all the business needed to run their plants on a most profitable basis. It enabled them to do in two or three years something which otherwise might have taken ten years.

By getting their business on a full profit basis in one-third to one-half the time, these men made more than enough in extra profits to pay for the advertising. The advertising really cost them nothing.

Contrawise, if they had not advertised they would not have made this extra profit, so you can truly say that these men would have paid for the advertising--just as you are paying for the advertising out of profit you should have but through default do not claim.

In my opinion, the only man who can't afford to advertise is the man who has nothing to advertise, or the man who advertises in a half-hearted, aimless way. Such persons have no right to advertise. But you have every right to advertise. You are already paying for it and you might as well have the benefit of what you pay for.

until the "marketable investments" account has growing pains. You can set it down right here that the reason these men feel that way--think they can't afford to advertise when they really need advertising--is because they don't advertise.

Edward W. Bok, in his book "The Man from Maine," tells of the struggles of Cyrus H. K. Curtis to make the "Ladies' Home Journal" successful. He had decided to raise

the price from fifty cents to one dollar a year. No one to whom he spoke of the plan approved of it. He had barely money enough to pay his printing bills. But

young Curtis believed the people would be willing to pay more for a better and a bigger magazine. He believed that with the help of advertising, he could "make the

Letter to a man who holds that his margin of profit is too small to stand advertising

Dear Mr. Smith:

Since receiving your letter of August 31, I have been thinking about it.

I agree with you that four percent is very little profit, but I can't agree that it is too little to permit advertising. My reason for so thinking is that several concerns in lines of business similar to yours who do advertise make all the way from ten to twenty percent on about the same volume of business.

A definite, continuous advertising program lowers sales resistance and increases volume. But one of the biggest things it will do for you will be to build up good will in the trade and among consumers. This good-will has a very definite value to you--just as tangible as your factory building or any fixed asset.

So in reality, you are not spending the money to advertise but you are making an investment in good-will. Why not set up the cost of the campaign on your balance sheet as good-will, and capitalize it? You could, if you wanted to, reduce it a certain amount each year for a ten year period, thus paying for the advertising out of future, rather than present, profits.

The benefits which you will derive from this campaign will not be limited to the year the bills are paid. On the contrary, you are going to profit for years to come. Your sales are going to cost you less; your factory is going to run on a more even production basis; you are going to get more "velvet" accounts.

Why not, therefore, apportion the expense against those future years of greater profits?



magazine a success." He went to an advertising man in Philadelphia, the late Mr. F. Wayland Ayer, and laid his plan before him. Mr. Ayer approved of his plan. "But," said Mr. Curtis, "I shall have to advertise widely and I haven't any money--I'm not even sure that I can get credit."

"How much credit will you need?" asked Mr. Ayer.

"I hesitate to tell you," replied Mr. Curtis, "two hundred thousand dollars."

"That doesn't scare me," replied the advertising man, "I can help you to get that much credit." Mr. Ayer was as good as his word.

This was in July, 1889. Since that time many years have gone over the dam; it is easy now to look at the great property Mr. Curtis has built up in the "Ladies' Home Journal" and attach no great importance to this faith he had in advertising. But how many publishers today, who are barely able to pay their bills, would go out and borrow two hundred thousand dollars for advertising? Very few I fear. Which explains why so few men who go into the publishing business make a success. They have no faith in their own medicine. Curtis had that faith. He might have figured he could not have afforded to advertise, and gone along for years eking out an existence. But he figured that the right kind of advertising was not an expense but an investment. Who will say now, that it was not the best investment he ever made?

In the same city—Philadelphia—another man gives much of the credit for his success to the advertising he did in Philadelphia newspapers in the early days when finding the money to pay the rent was no easy problem. John Wanamaker likes to tell about taking his entire week's receipts and putting it back into advertising. The average young man in business would hardly do that. He would feel it wiser to put off advertising until after he had a surplus, and his debts were all paid. But not John Wanamaker. He looked upon advertising as a necessary cost of doing business, just as necessary as clerks, counters or merchandise. It never occurred to him that he couldn't afford to advertise. He just advertised. And

his present great business testifies that he was right.

There are no end of instances like this that could be cited to show that the time to advertise is when you need advertising the most, not when you need it the least. But we will pass them over. The point is that when a man tells you he believes in advertising, but can't afford it, he does not really understand what advertising is. So you need not feel the least bit discouraged. On the contrary, you should feel encouraged. If you can make him see advertising in its true light, your man is as good as sold.

A man thinks he can't afford to

advertise for any one of three reasons. The first reason is that he may feel he has no surplus ahead from which to pay his advertising bills. This sort of chap regards advertising as a luxury. You have to clear his mind of that misconception, and give him the real picture.

Then there is the fellow who thinks he can't afford to advertise because his margin of profit is low. He thinks of advertising in terms of 2 or 3 per cent on his sales, and thinks that percentage would come out of profits. And you can see yourself that a man making possibly only 4 per cent, might hesitate a long while before he would agree to take one-half of the profit he is making and put it back into advertising. The man with that complex has to be reborn too. He has to be made to see a different picture, and made to realize that advertising is not an expense but a business building force and an investment in lowered sales cost.

And finally there is the tight-fisted fellow who believes in advertising but simply can't bring himself to the point where he can separate with the money. What is to be done with him? You have to get that notion out of his head, and make him understand that he is already spending the money in the form of business he should have but is not getting because he does not advertise.

Too often advertising is the last thing a man does and the first thing he stops doing if a cloud appears. But don't blame the advertiser for this. He is not to blame. He doesn't understand. It is up to the man with advertising to sell to make him understand.

Letter to a man who won't advertise because he has not the money in sight

Dear Mr. Brown:

Your frank letter of October 12 is greatly appreciated. We are pleased that the suggestion we made for increasing your sales in the small towns appeals to you.

We admire you for your conservatism in not appropriating money that you have not already in the bank. But I wonder if you are not over-conservative in this case. The money which you will need to finance this campaign does not have to come entirely out of your present surplus. Seventy-five percent of the cost of the campaign can be paid out of profits which you are reasonably sure to make between now and December, 1927.

When you authorize this advertising you are not buying bar steel which must be paid for in one lump thirty days after delivery. The first two advertisements, amounting to one-sixth of the cost of the entire campaign, it is true, must be paid before you will bank the profit resulting from that investment. That much, at least, will have to be paid out of present surplus.

But the other five-sixths is spread over ten months. The business produced by the advertising during that time is highly profitable business, because it represents run-on volume. It is business which you can produce with comparatively little extra cost to you—it is like the profit on the last berth in a pullman.

For example, suppose you are doing a business of \$35,000 a month now. It is a safe bet that you could do \$50,000 without increasing your rent, your general taxes, your supervision, your depreciation on equipment, and many other items of fixed expense. Since fixed expense is usually 100% of material and labor cost in a business like yours, that represents a big plus profit.

This plus profit should more than take care of the advertising once the plan is under way.

In reality, all the actual cash that you should have to invest would be \$375. Certainly that is very little compared with the big opportunity you have to profit.

Railway Age Buys Railway Review

Effective January 1, 1927, "The Railway Review" will be merged with "Railway Age," it is announced by E. A. Simmons, president of the Simmons-Boardman Publishing Company, following the purchase by his company of the capital stock of "The Railway Review."

"While the purchase removes from the railway field an important competitor," Mr. Simmons' statement continues, "nevertheless, the consolidation was inevitable because of changed conditions. Some years ago it was possible to cover every phase of railroading in one publication; but the railway field is now highly specialized, demanding papers which will adequately serve the four major subdivisions—mechanical, electrical, engineering and signaling. Thus, while 'The Railway Review' had a considerable following in several departments, it was only a question of time when they would have been weaned away in a large measure by those Simmons-Boardman monthlies which concentrate on those several subdivisions."

"The last issue of the 'Review' will appear December 25, 1926. Until then the combined editorial staff will prepare the issues of 'Railway Review.'"

A. B. P. to Hold Meeting in New York

The two-day annual meeting of the Associated Business Papers, Inc., to take place at the Hotel Astor in New York City, November 9 and 10, will have as its main theme, "the importance of the business paper as an agency essential to the solution of the nation's business problems and its functions in the maintenance of national prosperity."

On Tuesday, the first day of the meeting, joint conferences will be held with members of the National Conference of Business Paper Editors. Departmental features, including Circulation, Editorial, and Advertising sessions, will be held on Wednesday.

Clear Tracks Ahead for Business

A WIDER participation by various industries in the record business which has characterized the first nine months of the year is reported by the Chamber of Commerce of the United States in a quarterly business conditions statement issued a week ago. Continued improvement in this direction is forecast in the report, which says, in part:

"With a greater degree of confidence than has been possible at any other time since 1914, we can begin to look ahead; for now we have evidence that even our most difficult situations are improving. These evidences are more significant than anything else in our present business situation; they forecast that we are returning to the amount of balance and stability among the fields of American business enterprise which means a fair chance for all, with a relief from some of the heavy handicaps of recent years, caused by the inequalities inevitable to a period of vast readjustment."

The report then points out, as evidence, the high rate of production in most industries, heavy carloadings, record department store sales, and the 10 per cent increase in bank clearances for the first eight months of the year.

Confidence in Outlook for Balance of Year

"The condition of industry has continued favorable during the past month, and the feeling is one of confidence in the outlook for the balance of the year," declares a recent statement from the National City Bank of New York. "Production remains substantially above normal, with no indications of undue accumulation in inventories. Electric power consumption, now recognized as one of the best measures of factory activity, is running 15 per cent above a year ago, while employment reports generally indicate labor fully engaged in most sections at good wages."

"The volume of bank checks drawn and cashed throughout the country, favorable reports of sales by department and chain stores and mail order houses, and the establishment of new high records in the volume of freight carried by railroads, all show the maintenance of distribution at high levels."

A. A. A. A. Meet at Washington

Representatives of 133 advertising agencies throughout the country met at Washington last week for the tenth annual convention of the American Association of Advertising Agencies. Sessions were held at the Mayflower Hotel on October 27 and October 28. A meeting of the executive board of the association was held the day preceding the formal opening of the convention.

The meeting this year was considered of special importance because of the wide variety of subjects discussed. Throughout last year the association has had forty-seven committees at work in the study of varied problems involving national advertising and advertising agencies. Reports covering these activities featured the convention.

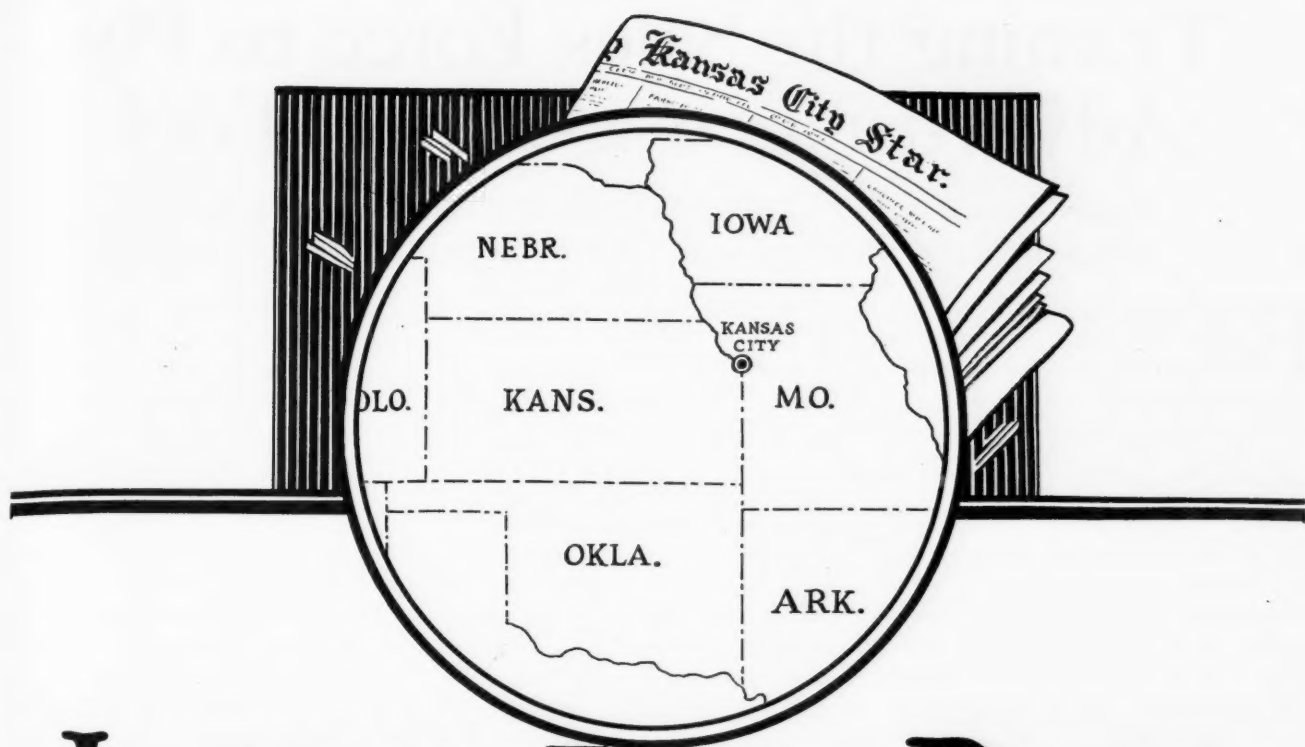
Roy S. Durstine, of Barton, Durstine and Osborn, Inc., New York, who is president of the American Association of Advertising Agencies, formally opened the convention on the morning of October 27.

Various committees of the association then presented their annual reports, and there were addresses by Willard S. French, of Brooke, Smith and French, Inc., Detroit; Henry T. Ewald, Campbell-Ewald Company, Detroit; H. H. Charles, Charles Advertising Service, New York, and Newcomb Cleveland, the Erickson Company, Inc., New York.

Maytag Makes Record Washer Shipment

Five solid trainloads of Maytag aluminum washers, said to be the largest individual shipment of merchandise ever made, left the Maytag factory at Newton, Iowa, en route to Philadelphia recently. This shipment consisted of 130 carloads, 110,000 washers valued at \$2,000,000.

The Associated Business Papers, Inc., announces that the "Bakers' Review," of New York, has been admitted to membership.



Lowest Farm Paper Advertising Rate in America

THE Weekly Kansas City Star offers the lowest rate for farm paper advertising in America.

Likewise it offers the highest percentage of rural route subscribers of any farm paper in Missouri or Kansas.

A circulation three and one-third times greater than that of the largest weekly farm magazine published in Kansas!

A circulation two and three-quarters times greater than that of the largest farm magazine published in Missouri!

That is why The Weekly Kansas City Star can sell more merchandise to farmers, at a lower cost, than any other publication.

Half-page or larger space in The Weekly Kansas City Star can be purchased for only 75 cents a line. This is a special low rate to users of space in either the daily or Sunday edition of The Star.

Think of it—a rural, paid-in-advance circulation exceeding 426,000 copies in the richest productive area in the world, at 75 cents a line!

Ask your advertising agent if it isn't the greatest farm paper advertising bargain in America.

The Weekly Kansas City Star.

426,000 Copies—75c a Line

New York Office, 15 East 40th St.

Chicago Office, 1418 Century Bldg.

Training the Sales Force to Ply Advertising as a Selling Tool

How A. B. Leach Coupled Sales Effort With Advertising to Launch New "Ratio-Audit" Plan for Selling Investments

BAD copy, the wrong slant, poor coverage, and other time-honored ailments which are so frequently ascribed as the reasons for the sudden demise of advertising campaigns, have not as high a mortality list as another malady—the failure of advertisers to sell their salesmen on advertising in general and on their own advertising in particular. This neglect has signed the death warrant of more splendid advertising and merchandising plans than you can shake the proverbial stick at.

This is especially the case in these Missouri days when salesmen are assuming, more and more, the show-me attitude toward their company's advertising. It is no longer good business simply to hand the sales representative a portfolio containing the proofs of the advertising, the dates of insertions, and a nice leather binder. No matter how pretty the advertisements may be, how logical the copy-appeal, or how numerous the sales angles, it cannot be expected that the mere distribution of the portfolio will win the salesmen's cooperation.

When Salesmen Are Skeptical

Such methods may have held water in the old days when just the mention of advertising, and the amount of money to be spent were sufficient to awe the average sales group. But today, if the salesmen are to be won over to the support of the advertising, it is necessary to do more than tell about it. They must also be sold on it.

In many fields salesmen are still skeptical about advertising. They do not see its necessity. They regard it as a useless expense. Many of them are still asking if it would not be better if the money that is being put into advertising were used to increase their salaries. They claim that they have to get

the business in the long run anyway.

Other groups of salesmen are opposed to advertising because they imagine it is competing with them and that ultimately it will replace them. Advertising agencies frequently find that it is this secret viewpoint among salesmen which keeps their clients from cashing in on their advertising to the maximum of its possibilities. Unless it is discovered in time, salesmen sometimes succeed in getting their companies to stop advertising.

Problems to Be Solved

To the companies in the food business and other industries that have been advertising for many years, it may seem that we are digging up ancient stuff. In these lines salesmen have been accepting advertising for at least a generation, as a necessary part of the marketing plan. All industries, however, are not so fortunate. In several fields, where advertising has only recently started, salesmen are prejudiced against this new movement. Unhappily these new advertisers, not recognizing this condition, are going ahead with their plans not knowing that they have not won the cooperation of their salesmen.

It was this situation that A. B. Leach & Company, Inc., a well known New York investment house, was determined to avoid when it inaugurated, a few months ago, an advertising campaign that was somewhat new to the banking business. The company appreciated that in its field advertising and selling practices that are common in other lines, have still to win recognition among investment bankers. Of course, some divisions of investment banking, such as that of real estate mortgages and bonds, have been advertised in a modern way for some

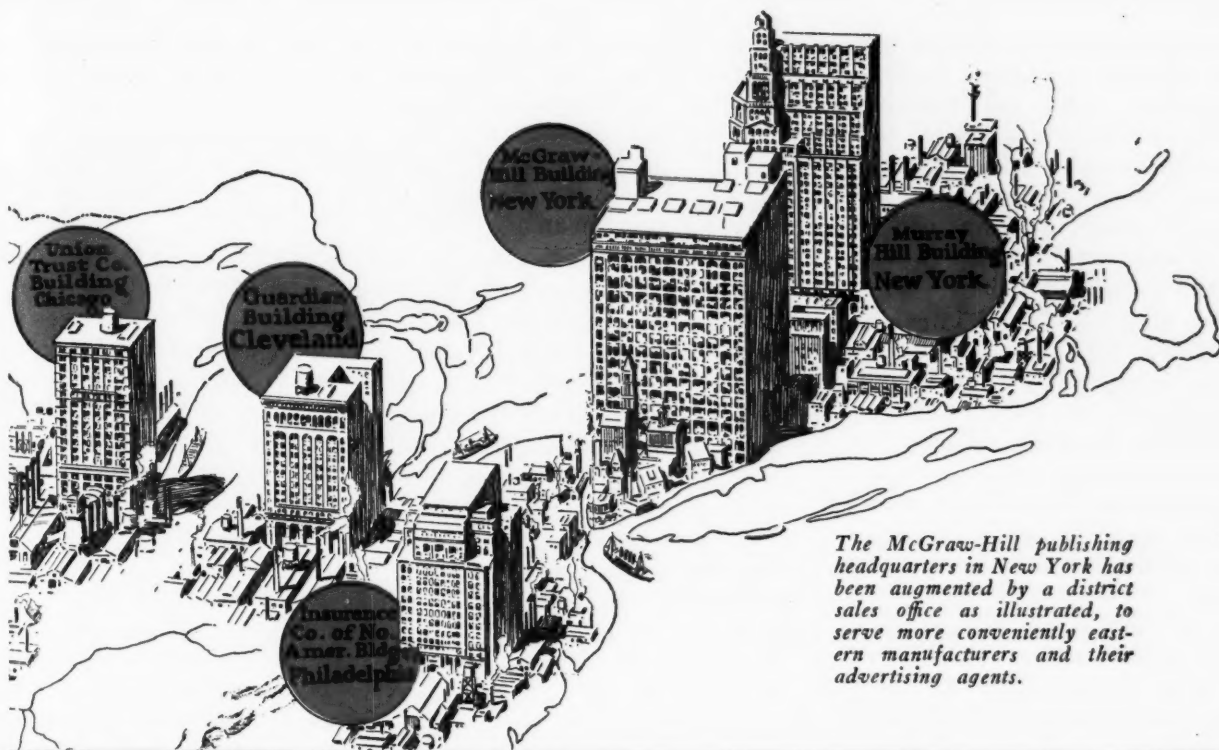
years, but such methods are by no means common in the field. Advertising copy, according to the best Wall Street traditions, is confined either to a technical description of new investment offerings, or else purely to an institutional slant. Even the institutional copy consists mostly of the old card type of advertisement.

As is natural, the interest among salesmen in advertising, in fields that have been advertising for years, is not shared by bond salesmen. Advertising that actually attempts to sell bonds is regarded jealously by the average bond salesman. They know from their experience that the selling of bonds is a difficult matter. They feel that it cannot be done by advertising. And, in some few instances, bond salesmen feel that advertising, if it succeeds in marketing investments, may replace salesmen in this business.

Breaking New Ground

Such was the problem which confronted A. B. Leach & Company, Inc., last spring when it decided that the current year's advertising should not only build prestige for the institution, but must also actually sell securities besides. The campaign plan was a radical departure from the old-line financial publicity. It was packed with new selling arguments for bonds. It teemed with facts that were of the utmost value to the salesmen, and of the greatest interest to clients.

The seven "Basics of Investment," namely Allocation, Distribution, Maturities, Marketability, Dispersion, Income Flow and Vigilance, formed the copy theme of this Leach advertising. The purpose was to show the investor how to strengthen his bond structure by having his list of holdings checked according to the Seven Basics.



Brought to Industry's Door

McGraw-Hill's District Office Facilities—

105 advertising salesmen, whose first function is to advise on marketing problems, serve industry and trade through McGraw-Hill district offices.

36 seasoned advertising planners and writers and 20 artists, all trained in the appeals and mechanics of industrial advertising, supplement the district offices' marketing staffs.

These men and 108 McGraw-Hill editors have a background of practical experience in selling or production in 58 broad classifications of industry.

All data relating to production, marketing and buying practices developed by any district office will be made available by any other district office.

McGraw-Hill has its own telegraphic facilities in New York headquarters for expediting contact with district offices and industry.

This district office set-up is in conformity with the McGraw-Hill Four Principles of Industrial Marketing which stipulate "selling in terms of the prospect's problems."

McGraw-Hill Publishing Company, Inc., New York, Chicago, Philadelphia, Cleveland, St. Louis, San Francisco, London

McGraw-Hill Publications

45,000 Advertising Pages used Annually by 3,000 manufacturers to help Industry buy more effectively.

CONSTRUCTION & CIVIL ENGINEERING

ENGINEERING NEWS-RECORD
SUCCESSFUL METHODS

ELECTRICAL

ELECTRICAL WORLD JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

INDUSTRIAL

AMERICAN MACHINIST INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

MINING

ENGINEERING & MINING JOURNAL
COAL AGE

TRANSPORTATION

ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

OVERSEAS

INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(European Edition)

RADIO

RADIO RETAILING

CATALOGS & DIRECTORIES

ELECTRICAL TRADE CATALOG
ELECTRICAL ENGINEERING CATALOG
RADIO TRADE CATALOG
KEYSTONE CATALOG KEYSTONE CATALOG
(Coal Edition) (Metal-Quarry Edition)
COAL CATALOG CENTRAL STATION DIRECTORY
ELECTRIC RAILWAY DIRECTORY
COAL FIELD DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC
MINING, QUARRYING AND CEMENT INDUSTRIES

Large newspaper space was used, offering the expert facilities of Leach to ratio-audit the holdings of any investor, and to make recommendations. This newspaper advertising was supported by several attractive mailing pieces, graphically showing the advantages of a ratio-audit.

"For an advertising campaign," stated Mr. Edmond Boushelle of the company, "of this nature to be successful, it is absolutely necessary to get the complete support of your salesmen. They are in a position to discourage customers in sending their securities in for a ratio-audit. Hence, before launching this advertising to the public, we sold it first to our salesmen, proved to them that the advertising was helping them at every instance, and convinced them that the success of the plan depended upon them absolutely.

Analyzing the Campaign

"That our salesmen, typical bond men unaccustomed to such advertising and merchandising campaigns, were completely sold on this advertising is evidenced by the fact that during the first sixty days of the drive they brought in lists from customers of securities aggregating more than \$36,000,000 for ratio-audit."

For the benefit of the salesmen that they might learn step by step the significance of the advertising, the entire campaign was charted into five sections, namely: Attention, Interest, Desire, Conviction, and Close.

Under the first four sections, the charts showed how each section of the advertising aided the salesmen, gave specific examples, and outlined in detail the benefits. The fifth section, the most important of all, as it dealt with the closing of the sale, was reserved exclusively for the salesmen. These charts cleared away any and all fears the bond salesmen had that the advertising was attempting to take away their selling jobs. Instead, the charts convinced the salesmen of their importance in the success of the advertising.

The actual working out of this Seven Basics Merchandising Plan further appealed to the salesmen

because it raised them above the ordinary status of an order-taker or of a peddler of bonds. This new plan placed each salesman in the position of a Bond Account Executive, a post similar to that of an account executive in an advertising agency.

According to this plan the salesman became a confidential and expert investment adviser to his client, an authority which can be trusted and which is always available.

Furthermore, the Leach plan saw to it that the salesman always was capable of maintaining his status as expert adviser to the customer. The salesman had at his command the immediate services of:

1. The head of the buying department who could give him the latest advice on the best purchases.
2. Head of the trading department who would furnish him the best current bond prices.
3. The head statistician, who knows the bond trends.

When the salesmen meet with a particular knotty problem, this is solved at a group meeting which is attended by the various heads of the consulting departments. These group meetings are held at definite intervals and the salesmen sit in,

presenting their customers' questions. A satisfactory decision, based on the experience of the group, is reached and the salesmen supplied with the information they desire. This he relays to his customer.

For such times when an immediate decision is necessary, and there are no group meetings scheduled, an experienced analysis man is at the disposal of the salesman. This man takes the details of the case, and then consults the heads of the department under which this problem comes. Having obtained the proper information, the analysis man gives it to the salesman for presentation to the customer.

Such an arrangement not only permits the salesman immediately to obtain what he wants, but it gives him more time for selling, because he is able to continue on the job during the period that he would otherwise be engaged in looking up this information.

In every way the A. B. Leach & Company, Inc., salesmen are getting behind the advertising, lending their cooperation at every turn, and are making its every opportunity their opportunity, because they were shown how the plan and the advertising which accompanies it will help them quite as much as it helps the company.

Bassett, President of Buick, Dies in France

H. H. BASSETT, president and general manager of the Buick Motor Company and vice president of General Motors, died of double bronchial pneumonia at the American Hospital at Neuilly, France, October 17. Mr. Bassett had been attending the international automobile salon.

He was born in Utica, New York, September 11, 1875, and began work with the Remington Arms Company at Ilion. He remained with the concern fourteen and one-half years, winning gradual promotion until he was named assistant to the general manager.

In 1913 Mr. Bassett was named general manager of the Weston-

Mott Company, and in 1916 became vice president. The same year he became assistant general manager of the Buick Motor Company, which had absorbed some of the Weston-Mott plants with which he had been connected. The Buick company made him general manager in April, 1919. The following month he was elected a vice president and director of the General Motors Corporation and became a member of its operating committee. His last promotion was in January, 1920, when he was named president of the Buick Motor Company.

Mr. Bassett was ill only a few days before his death.

The GEORGIAN HONORED BY GEORGIA

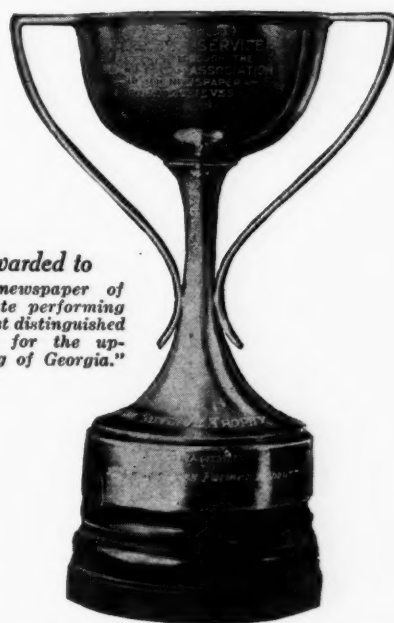
THE GEORGIA PRESS ASSOCIATION, representing the newspapers of the entire state, in convention assembled on September 25th, awarded the Sutlive Cup to The Atlanta Georgian-American, "in consideration both of work done and of the program mapped out for the future—a work of faith and of tireless energy, with an end in view no less than the great destiny of Georgia."

**The Georgian-American
is playing a *recognized*
great part in the South's
advancement**

The circulation of The Georgian-American is *going home* to this great and growing market of the South.

For the six months ending September 30, 1926, the average daily circulation of the Georgian was 60,773—34,135 of which comprised the circulation in metropolitan Atlanta.

The Sunday-American, for the same period, an average weekly circulation of 126,103—30,361 of which was in Atlanta.



*Awarded to
"The newspaper of
the state performing
the most distinguished
service for the up-
building of Georgia."*

The Sutlive Cup 1926

Donated to the association by W. G. Sutlive
Managing Editor of the Savannah Press



F. A. WILSON-LAWRENSEN
Publisher

ROGER M. REYNOLDS
Advertising Manager

REPRESENTATIVES

NEW YORK
W. G. Hobson
2 Columbus Circle

DETROIT
Franklin S. Payne
General Motors Building

CHICAGO
F. E. Crawford
Hearst Building

Wholesalers Plan Retail Research Bureau as Aid to Retail Sales

National Wholesale Druggists' Association Committee
Submits Plan for Help and Education of Independent Dealers

A PLAN for helping retail drug dealers to solve their merchandising and management problems through the establishment of a Druggists' Research Bureau was submitted at the recent national convention of the National Wholesale Druggists' Association. The report was submitted by A. Kieffer Mayer, chairman of the education and research committee of that organization.

The proposed plan is described in detail in the following quotation from the official report:

Your committee desires to make the following recommendations which are not the work of any one individual but are based on the results of a two years' exhaustive investigation and the endorsement of our program by over twenty state pharmaceutical associations, one even subscribing one hundred dollars to the fund:

1. The association establish a "Druggists' Research Bureau" at 51 Maiden Lane, New York City. In order that the work may be properly promoted immediately and permanent plans perfected it is recommended that a "Druggists' Research Bureau Committee" be organized along the following lines:

(a) That our president appoint five members from our association representing both active and associate members.

(b) That the N. W. D. A. request the N. A. R. D. to appoint two committeemen to cooperate with this committee.

(c) That the N. W. D. A. request the American Association of Colleges of Pharmacy to appoint two committeemen to cooperate with this committee.

IF the wholesalers of America are to stand up in the face of competition from buying syndicates, chain stores, cooperative retailer-owned wholesale houses, direct selling and factory owner chains, they must take some steps toward giving the retailer the sort of service he receives from these new sources of competition for wholesalers.

This announcement of the drug wholesalers and the subsequent results of their efforts to help retailers learn more about their business should be carefully watched by every wholesaler and manufacturer. It may mean that the wholesalers will, through a new and superior type of service, enter into a new era of usefulness that will put a damper on the growth of new forms of competition and strengthen the independent retailer so he may successfully compete with even the most powerful chains.

The above committee to be charged with the responsibility of conducting the work of the proposed bureau during the coming year.

2. The bureau to operate as a national clearing house for the scientific investigation of the essential facts, figures and information pertaining to the retail drug industry. The first year being devoted to the facts and the distribution by bulletins of the facts obtained from the investigations to all those interested in the continued success of the independent retail druggist.

3. The operating funds for the bureau which have been raised by voluntary subscriptions shall be kept under the control of the treasurer of the association.

4. The bureau to have five classes of membership to be divided as follows:

(a) A retail member will be a retail druggist who has signified his desire to cooperate in the work.

(b) A clerk member will be a retail clerk who has signified his desire to cooperate with a

retail druggist in the work.

(c) A cooperative member will be a manufacturer or wholesaler who is a member of the National Wholesale Druggists' Association and has either made a voluntary subscription to the bureau or signified his desire to cooperate in the work.

(d) A field representative will be a salesman whose company has become a cooperative member of the bureau and expressed a desire to become active in the work.

(e) The honorary members will be the colleges of pharmacy, the national, state and local associations and trade magazines interested in the continued success of the retail druggist and who desire to be identified with the work.

The retail drug stores will be the experimental laboratories for obtaining the facts. Each investigation will deal with one particular fact and the results obtained will furnish the retailer and clerk with a conclusive answer as to his own individual store. It is difficult for one not to view his own business problems in a personal and semi-biased manner so that the retailers will be encouraged to forward their results to the bureau. The bureau, working in a clarified atmosphere, will compare, interpret and assemble the facts in a scientific way, taking into consideration the difference between metropolitan and urban independent drug stores, their geographical locations and annual volume of sales. The bureau will accomplish what Calvin Coolidge has said, "by science I mean the assembling of facts, their comparison and interpretation."

The Work They Do and Where They Live

A booklet with the above title is now in the mail addressed to advertisers.

In "The Work They Do and Where They Live," 183 occupations are listed and divided as to Executives and Subordinates and then we tell you where they live and whether or not they have a telephone.

The Digest sends circular matter (no canvassers are employed) to twenty million names and out of this we have drawn the alert at every income level. No one else has ever done such a job of sifting names. There is no other process just like ours, because only alert and active people are interested in The Digest.

No premiums or inducements are given to a renewal subscriber. We sell only one year at a time, and every twelve months subscribers must prove their interest by paying us \$4.00 per year or 10 cents per copy. Therefore, we can truly say that "a Digest subscriber is a Digest reader."

If a copy of the 1926 edition of "The Work They Do and Where They Live" does not reach you, write for it to

The Literary Digest

Advertising Offices:

NEW YORK, 354-360 Fourth Ave.
CLEVELAND, Union Trust Building

BOSTON, Park Square Building
DETROIT, General Motors Building
CHICAGO, Peoples Gas Building

Investigation has shown that most every independent retail druggist would be glad to have a research department devoting its entire time to the investigation of the facts that would assist in further developing his business. This would be a terrific and needless duplication of effort, but every retail druggist who registers with the bureau will in reality establish a research bureau of his own. Every retail and clerk member in receiving a bulletin of the final results of each investigation will have the advantage of comparing the results with others whose conditions are similar to their own.

The Service Idea

"Acts" should always be preceded by an "F," remarked one of America's foremost business counselors. One of the outstanding facts obtained from Bulletin No. 50, Harvard Bureau of Business Research Report on "Operating Expenses in the Wholesale Drug Business for 1924" is that 87 per cent of the wholesale druggists' sales were to unit or independent drug stores. A chain drug store operator remarked, after completing an investigation as to why his sales in a certain city were less than the preceding year, "We can only account for our decrease in sales by the fact that the wholesaler has assisted the retailers to improve their merchandising methods."

With these facts in mind, can a wholesaler delay becoming an active supporter of the bureau? To be identified with the bureau as a cooperative member not only means the procuring of research information that is of tremendous value to one's own business, but also the support of an organization that will attempt to investigate some of the unknown facts of the retail drug industry.

Business men, in less than a hundred years, have accomplished more for individual health, happiness and success than all the political orators and soldiers have been able to do since the dawn of evolution. Today the successful salesmen are business men, and realize there is something more to

business than the mere selling of goods. They are not just selling, but in reality they assist their customers in buying. They realize, regardless of their kind of compensation, that to win commercial success they must render a greater service to their customers. For a salesman to be a field representative of the bureau means that he will assist in procuring research information that will not only be of value to his own business but also to the continued success of his retail friends.

Our College of Pharmacy is constantly seeking facts about the retail drug industry for the development of the future retailer. The national, state and local associations who have rendered such tremendously valuable and constructive support to the retailer realize the changes that are taking place in the marketing of the nation's products. They are vitally interested in the future of retailing. The splendid trade magazines that have assisted the retailer in keeping step with the changing conditions are constantly seeking new facts for publication in their magazines. It is hoped all of these prospective honorary members may have an appreciation of the broad functions of the bureau and will render not only their support but their constructive helpful advice.

A Plan Is Suggested

The value of the retailer's, clerks' and salesmen's time is recognized. Ways and means have been developed for these members to cooperate in the work of the bureau without interfering with their regular business activities. A retailer completing one of the bureau's national investigations will have the facts pertaining to his own particular business. A field representative who has cooperated with a retail member will have obtained a knowledge of a fact that will prove helpful to one of his other friends.

Realizing the tremendous amount of work involved in getting a bureau, the first of its kind, under operation, the following program is suggested for the coming year. Those in charge of the bureau's supervision the coming year will have the privilege of making

alterations in the plans according to the conditions that may arise:

1. Distribute a booklet outlining the operation of the bureau to every prospective honorary and cooperative member and field representative, extending an invitation for them to become identified with the bureau membership. Cards will be sent to those who become members.

2. Distribute retail and clerk membership cards to field representatives who, after outlining the bureau's plans and the first fact to be investigated, will extend an invitation to the retailers and clerks to become actively identified with the bureau.

Will Conduct Researches

The first fact for investigation is "The Actual Value of the Sale of Merchandise that Is Displayed in a Retail Show Window." Several hundred retailers have expressed a desire to investigate the actual sales value of their window displays. A simple test card has been developed for the retailer in determining this fact. By invoicing the items before they are displayed in the show window and after removal, and applying the selling prices, will give the retailer a partial answer. Other factors, such as the weather, comparison of sales and comments of customers, are essential to determine the actual sales value of the show windows. Retailers with several windows will have an opportunity to test the value of combination displays with mass effect. The results will determine the type of display that is most advantageous for the retailer.

The comparison of one's individual results with those of others whose conditions are similar makes it possible for the retailer to determine the further value of his window displays.

Suggestive displays for show windows will be prepared by competent authorities and presented in booklet form. These displays will not give the trade name of the items but will state tooth brushes, perfumes, etc. Field representatives will have available these booklets and test cards for distribution to the retail members of

[[N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.]]



Mrs. Mt. Washington *"far from the maddening crowd"*

A BROAD street drowns in the Autumn sun. Giant maples, masses of brilliant foliage, nod gently in the breeze. A big, white house, standing beyond a leaf-strewn lawn, seems to nod, too, quietly, peacefully. . . . You might be a million miles from any city.

But step inside the house. A wood fire crackles in the fireplace. A bridge table stands at one side; a phonograph is playing an opera classic. And over near the window, Mrs. Mt. Washington, modishly gowned, is pouring tea for a trio of guests. . . . Nothing "country" about this scene!

And actually, Mrs. Mt. Washington, despite the far-away atmosphere of her community, is very close to the city. Either the family sedan or a bus will take her to Fountain Square in 40 minutes. The result is

that she visits the theaters, the concerts—and the shops—nearly as often as does Mrs. Avondale or Mrs. Hyde Park.

Mrs. Mt. Washington has learned to shop efficiently, too. Each morning she sandwiches The Enquirer between breakfast and housework. She studies its shopping news, notes carefully style hints and store announcements. When she reaches the shops a few hours later, this information is still fresh in her mind.

Mrs. Mt. Washington represents many women—201 Enquirers are delivered daily to the 323 residence buildings of her community. But the important fact, Mr. Advertiser, is that her shopping habits are also the shopping habits of a host of women from Madisonville to Westwood. And the morning paper—The Enquirer—that influences her likewise influences all the others.

PAUL BLOCK, Incorporated
New York Chicago Detroit Boston Philadelphia

R. J. BIDWELL CO.
San Francisco Los Angeles

THE CINCINNATI
"Goes to the home,



ENQUIRER
stays in the home"

Troy's Importance

Metropolitan Troy is of equal importance with other second class cities of New York.

Troy's industries are varied and include the manufacture of bells, boilers, blowers and fans, chains, collars and cuffs, fire hydrants, furnaces, fire brick, knitting machines, knit goods, laundry machinery, locomotive specialties, merchant iron, malleable iron and steel, marine engines, paper, paint, rivets, rail joints, scales, shirts, stamped tinware, thermometers, valves, underwear, varnish and other products.

Do not "bunch" the twin cities of Albany and Troy. Troy is a large city in its own right and is dominated by The Troy Record to the practical exclusion of outside newspapers.

THE TROY RECORD

*National Advertising
Representatives:*

CHAS. H. EDDY COMPANY

NEW YORK: Park-Lexington Bldg.

CHICAGO: Wrigley Bldg.

BOSTON: Old South Bldg.

the bureau. Field representatives will cooperate with the retail members in making their investigations and will assist in gathering the facts of the retailers, the individual investigations to be forwarded to the bureau for assembling, comparison, interpretation and publication.

The actual sales value of the merchandise displayed in the show windows of the average independent druggist for a given length of time is an unknown fact but a most important one. Rental authorities advise that lease values are determined to a great extent on the number of lineal feet and construction of show windows. Chain stores, with branches in suburban locations and smaller towns, state that it is profitable for them to take advantage of their show windows. Some have gone so far in the investigation of the value of their show windows that they have adopted a uniform height from the sidewalk for their windows. One of the mail order and catalogue houses, who has already established large retail stores in some locations, has recently launched in a new venture of opening display depots and small retail stores throughout the country.

Fields for Investigation

According to their announcement, "the plan is to make these stores serve a triple purpose, one being virtually to act as display windows, another to take orders for the mail order side of their business, and then to serve as regular retail stores, making sales across counter though with a limited stock." Has printer's ink begun to lose its power? Is the consuming public demanding to see before buying? If these large marketing agencies have found it advantageous to display their wares, should not the retail druggist desire to determine the actual value of that part of his store devoted to show windows?

The time required to get the bureau under way and complete the investigation of the first fact is unknown. When completed, the bureau will undertake a similar plan for the retail and clerk member to determine one's actual selling ability. The spirit of "getting

ahead" is one of the characteristic traits of practically every American and is responsible for our being the greatest commercial nation in the world. The retailers and clerks are firmly imbued with this spirit and a preliminary investigation has revealed that they would be interested in conducting such a test.

There are numerous other unknown important facts pertaining to the retail drug industry and with sufficient time before the end of the year the bureau will prepare similar investigations.

The Colleges of Pharmacy

The past year has found more of our members active in the investigation of the retailers' problems. They have perceived, as did Henry Ford, who was probably the first man in this country to do so, that to render superlative service means success. Departments have been developed for the retailer that print circulars, write letters, make show cards, furnish window displays and even plan special sales events. One member reports ten people devoted exclusively to this work and writes, "It's splendid for our salesmen, so much so that we are getting a satisfactory volume from remote territories." These members are to be commended and your committee recommends that others of our members investigate the possibilities of becoming active in this splendid work.

There has been a greater attendance and more talks by our members, both active and associate, at the various state pharmaceutical conventions. These efforts are commendable and your committee recommends that more of your members engage in this work. There should be a clearer understanding of the complex problems of marketing by both wholesaler and retailer, who act as intervening agents between producer and consumer in the distribution of goods for individual consumption.

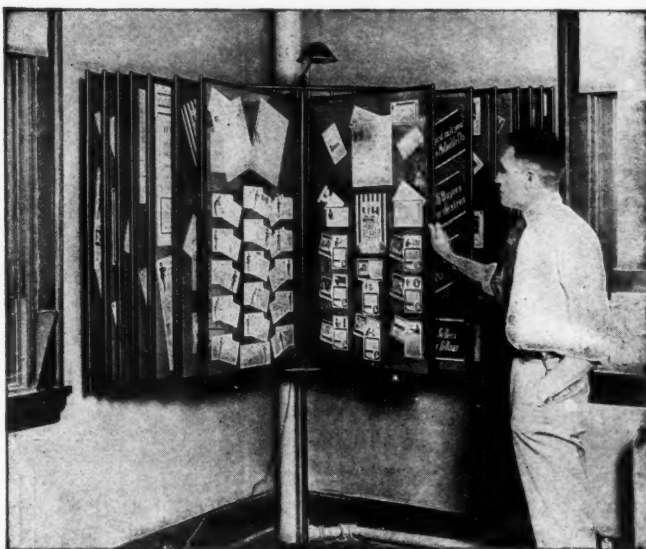
The increased interest of our members, both active and associate, in the colleges of pharmacy is to be commended. Some members have been active in assisting the colleges to finance new buildings.

Other members have taken an interest in the investigation of commercial pharmacy, in order to develop a course for their curriculum. The teachings of the colleges of pharmacy will determine the retail druggists of the future. Those colleges who have added the teaching of commercial pharmacy to their curriculum are to be congratulated. Last fall our secretary addressed a communication to the deans of the colleges of pharmacy in this country, acquainting them with the recommendation that was approved by the Detroit convention "in that we were vitally interested and desired to cooperate in their work by furnishing any or all of the publications without cost."

Contact With Retailers

A change in the secretaryship of our association, a few months after the Detroit convention, delayed the compiling of the principal thoughts from the winning papers on the different prize essay contests that we have conducted in the past years as to "Why the Wholesaler," "Essential Value of the Wholesale Druggist to the Retailer," etc., etc. Our present secretary is especially fitted to complete this work and the many constructive and valuable thoughts that have been produced from these splendid papers should soon be printed in booklet form, for distribution to every student attending a college of pharmacy, to our members, their salesmen and to druggists and clerks, to further a better understanding of the wholesale drug industry.

Since early times when the law of the church forbade anyone to buy goods for the purpose of selling them for gain, because such trade was considered sinful, the activity of marketing has not been fully recognized. We are fortunate in having a secretary who can discuss many of the questions of public interest that cluster about the subject of marketing, which is the activity of the distribution of goods. He has spoken before state pharmaceutical association meetings this past year, who have indorsed our plans for retail research work. Your committee recommends that our secretary



Advertising Managers Find

this method of filing and displaying advertising matter increases their efficiency

Hundreds of advertising executives use Multiplex Equipment for a multiplicity of purposes—all of them of definite value. Within a small amount of space a vast array of advertising matter can be displayed in an orderly, compact manner that makes easy, instant reference to any particular piece only a matter of turning the page-like wings to the proper place.

Keeps Advertising Records

By mounting on the wings of Multiplex samples of advertising matter, a complete loose-leaf record of various campaigns is kept. This record also serves as a catalog of cuts, telling where each was last used and what are available. In addition, a running inventory of material on hand can be kept by indicating quantities on each piece of printed matter displayed.

Keeps Salesmen Posted

Multiplex offers a convenient method of showing salesmen just how their territories



Mail coupon for catalog illustrating the various types of Multiplex Display Equipment. Also prices and other uses for Multiplex.

are being kept sold between calls by means of the printed word. Visiting dealers too are interested in what is being done in an advertising way. With Multiplex, complete campaigns are displayed in proper order and sequence, and an intelligent idea is gained of future advertising plans.

Valuable in Reception Room

A Multiplex Fixture, decorated with printed matter and photos and kept in the reception room does much to create most favorable impressions and serves to hold the interest of waiting customers.

Send for Catalog—Mail Coupon

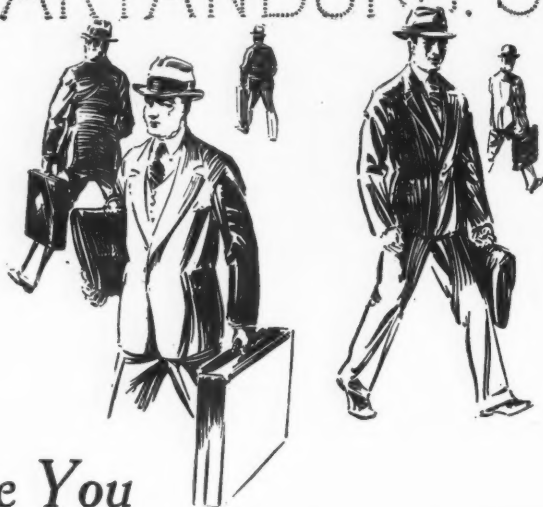
See just how Multiplex Equipment will serve you and save you time and inconvenience. Note the flexibility and adaptability of this equipment—the numerous types available—the very reasonable prices. Get catalog and price list. No obligation is incurred. Just clip the coupon, attach business card and mail.

Multiplex Display Fixture Co.
925 N. Tenth St., St. Louis, Mo.

Without obligation please send me catalog and pricelist of Multiplex Display Equipment.

Name.....
Firm.....
Address.....
City..... State.....

SPARTANBURG, S. C.



Are You Selling the Southeast?

IF YOU'VE been trying long-distance selling, you know the indifferent results. It's the salesman on the scene combing the market month after month that brings home the bacon.



That's why it will pay you to centralize your Southern selling in Spartanburg, South Carolina, the Hub City of the Southeast. Your salesmen working from this center can cover a market of more than 13,000,000 people with real buying power. Here you find unrivaled transportation facilities with the addition of highly developed state-wide bus lines. More calls per trip!

The newly prepared Marketing Survey of the Spartanburg Trading Area will give you a real story of this great Southeastern market. Write for it today. Due to our desire to avoid a promiscuous distribution, please make your request for the Survey on your business stationery.

INDUSTRIAL COMMISSION
1150 MONTGOMERY BUILDING SPARTANBURG, S. C.

SPARTANBURG

"The Hub City of the Southeast"

SOUTH CAROLINA



MARKET: In the heart of the great Southeast—a market of 13,000,000 people with real buying power.

TRANSPORTATION: Two trunk lines to the Middle West—two to the Atlantic Coast—on the mainline of the Southern Railroad from New York to New Orleans.

TRAVELLING: 33 passenger trains in and out of the city every 24 hours. A network of bus lines covering the state. Large, modern hotels everywhere.

PRESTIGE: A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

continue to address the retail associations, not only on account of his qualifications as a talker but because of his intimate knowledge of the retailer.

Marketing is as vital a part of the productive procession of society as are manufacturing, mining or agriculture. Since production consists in doing or making anything that human beings desire, it is apparent that the man who buys and stores an item, having it available for consumption, performs a productive act. He does something that either manufacturer or consumer must otherwise do. The system of marketing goods for individual consumption utilizes the wholesaler and the retailer as intervening agents between the producer and the consumer. New agencies have appeared, assuming the functions of those who have been active in marketing. If they are unable to eliminate any of the work that is now being done, no savings to society will have been apparent and the expense involved will have eaten heavily into their anticipated savings. Economists tell us that "the cost of marketing cannot be considered excessive until it is able to be reduced." Some of our members are conducting investigations as to the possibilities of reducing their costs and the facts obtained will be of interest to the entire drug industry.

In the new order of things, success is a matter of helpfulness and it is difficult for any concern to render genuine assistance to its customers unless it is fully conversant with all the facts. Business today prevents a complexity of problems unknown a generation ago. The man who has complete facts at hand can steel his business ship through the deepest seas of confusion, weather the hardest storms, maintaining a steady schedule between the port of investment and the harbor of profit.

Editor, "Sales Management":

I certainly do want to continue my subscription to "Sales Management" magazine and hope that you will be able to continue my name without any loss of issues.—H. G. May, sales manager, Berry Brothers, Inc., Detroit, Michigan.



Printed Things



A DEPARTMENT DEALING WITH THE PREPARATION
AND DISTRIBUTION OF BETTER SALES LITERATURE

OCTOBER 30, 1926

\$12,000 in Orders From One Letter

THE Spaide Shirt Company maintains contact with customers through sales letters mailed at average intervals of three weeks. For some time preceding the mailing of the letter shown on this page, the company had kept pounding away with talk about the money the merchant could make with the product and praising the merchandise. Reasoning that playing the same tune on one string too long might prove tiresome to his audience, R. L. Spaide, the head of the concern, began a series of variations which show that listeners or readers (whichever you prefer) relish a change now and then.

The letter titled "On A Warm Day" did not attempt to be clever. Neither is it sticky with sentiment. It paints a word picture which sets the imagination to working. It mentions the product and asks for an order without making much ado about it. It is a good letter. This is not merely an opinion, for this letter produced over \$12,000 in orders for Spaide shirts.

It is impossible, of course, to determine just how much of the

success of this particular letter depended upon previous letters which had established the company name, its products, its policies, and its prices and profit-making opportunities in the minds of the buyers. It is safe to say, however, that without preceding letters to establish this necessary background, the letter would probably not have produced such a large volume.

In considering any successful sales letter, there is frequently a tendency to jump at conclusions and place too much importance on the particular letter which produced the unusual results and disregard the letters or other sales literature that has gone before. A letter such as that shown here might fall flat if sent to a new list of buyers, not familiar with the

company, its policies, or its products. As part of a series, however, the results show that it is highly successful. Without doubt, at least a portion of this success is due to its change in approach which arouses refreshed interest after the ordinary run-of-mine variety of sales letters has become monotonous.

Another letter, introduced in this series by Mr. Spaide to effect a change of pace, is entitled "The Weather," and reads as follows:

THE WEATHER

It's the handiest thing we have—the weather.

When folks get together, the first thing you hear is, "It's a fine day!" or, "It's a bad day!" or, "Some rain we had yesterday," or "Wasn't it hot last night?" The weather is the one common ground of conversation on which men can meet without debate or disagreement.

(Continued on page 759)

THE SPAIDE SHIRT COMPANY

A NEW ONE
IF IT RIPS

SPAIDE

LOOKS GOOD
FITS GOOD
WEARS GOOD

BUTLER, PA.

ON A WARM DAY

Dear Sir:—

Here I am, sitting in my office—alone—a little hot and a little tired.—but HAPPY IN MY WORK, even if it is just making **WEAR-SHIRTS**.

Once in a while, through the half-open door, I can hear the "whir" of hundreds of sewing machines, and the "rattle" of the steam presses.

These sounds are music to me. I like to hear them. They are part of my life. I am lonely when away from them. I am contented when I think that they mean good, honest, sturdy **SPAIDE SHIRTS**—a tested product that we are proud to send anywhere, for the best of merchants to see and sell.

Years ago **EMERSON** wrote:

Commerce is a game of skill. The right merchants are those who have the facilities to call common-sense; a man who causes up his decision on what he has seen. He is thoroughly persuaded of the truth of arithmetic.

Today that statement is proven by thousands of merchants on our books. They have seen the **SPAIDE SHIRT**, and THEY HAVE MADE THEIR DECISION ON WHAT THEY HAVE SEEN, plus the ARITHMETIC OF VALUE.

Our factory is as near to you as your nearest mail-box. Fast mail trains make us close neighbors. A few minutes to check up your **SPAIDE** stock—jut down the order—drop it in the box—and it is in the way.

This is real shirt weather, too.

Sincerely yours,

R. L. Spaide

While this letter seems to violate many of the orthodox rules for writing sales letters, it produced over \$12,000 worth of business. A portion of this success, however, is credited to preceding letters which set up the proper background and built up a closer relation with the trade. Note the refreshing change in approach.

SALES MANAGEMENT—OCTOBER 30, 1926

Fortnum and Mason Make Humor Pay a Dividend

WHO was it first started the idea that Englishmen have no sense of humor? Perhaps the advertising used by Fortnum and Mason in London is merely the exception that proves the rule, but the success of this concern which sets forth its sales arguments in sparkling humor would indicate that those of us on this side of the water hardly hold a corner on the ability to sense humor when we meet it face to face.

Fortnum and Mason have been immensely successful in establishing a high reputation not only for the quality of the food and other commodities which they sell, but also for the sales literature which they employ in promoting the sale of these products. Specimens of several recent pieces used by this company are shown here. They establish a high mark for advertising men in this country when they feel inclined to let down the bars and allow a pent-up sense of humor to wander at will.

Humor in advertising is not new, but a fairly well defined tendency toward a greater use of fun in advertising is shown in current magazine and newspaper advertising which is illustrated with cartoons from well known cartoonists and is built on many of the humorous incidents in everyday life. Concerns such as the Fisk Tire Company, Pioneer Rubber Mills, Liggett and Myers, and others have set up interesting examples of what can be accomplished along this line. Much of the humor in these advertisements, however, is carried solely in the illustrations.

The sales literature issued by Fortnum and Mason does not confine the use of humor to the illustrations entirely, but carries a breezy vein of fun throughout the copy as well. Copy writers who have a tendency to become too serious and those who are longing for an opportunity to do something along humorous lines will do well to study the style of these pieces. Perhaps it is a little too daring to

be attempted in this country as yet, but if it gets across among a people noted for dignity and staid manners, it should score a walloping success here.

Advertising copy in these United States needs a tonic, anyway. The same phrases have been used so long that they have lost their edge. The same old arguments have been worn to a frazzle. Practically every one of the biggest advertising successes within the past three years has been due in no small measure to a few advertisers who have dared to say something differently even if the thought itself were not so new. Too many advertisers who could make excellent use of humor are either overlooking a wonderful opportunity or are afraid to try it because they fear a boomerang effect. Without courage and confidence, the trial is likely to result in failure. But, with excellent examples gradually springing up one by one, no doubt more advertisers will take the plunge.

FORTNUM & MASON
call this their
Military Tattoo Commentary
BECAUSE
IT DEALS WITH
FOOD
worth Fighting for
Scribbled and produced during
scores of Marston party at
115 PICCADILLY
LONDON
THE FOURTEENTH CENTURY
Fortnum & Mason's Mounted Guards defying the lightning

OUR RACE HAMPERS
"Look! the Duke is opening his Fortnum and Mason hamper," said our manager to our literary genius as they passed amongst the coaches before the big race. So they watched—they couldn't help it.
They noted how the roar of the populace was hushed as the noble salmon emerged. They heard the cries of aristocratic joy as the foie gras went round. With burning eyes they saw the glorious Pâté Derby give up its goodness. Thankfully they observed that the wonderful Salad Japonaise was being eaten with the capon as intended.
"I cannot bear this any longer," said the Manager. "Let us go and have our own luncheon." "So be it," replied our literary genius turning away to divide their bag of shrimp between them triumphantly.
HAMPERS from 10/- per head (for not less than 4 persons)
WRITE FOR OUR HAMPER LIST.

NOTEBOOM BISCUITS
He sauntered past, probably the greatest living authority on biscuits. A man of fabulous wealth, sated with rich mixed and revelry. Then we said what none but Fortnum & Mason would dare. "Sir, we have some new biscuits."
"If you mean those Slovanian wafers based on goat's milk and acorn flour, I was reared on them. If you refer to the clam cracknels of the Bahamas, I am sick of them." Silently we handed him a Noteboom "Jan Hagel" biscuit from Utrecht, feathered with almonds and full charged with butter. Then a Noteboom "Speculans," a rough-hewn biscuit, utterly un-English, but so appealing, so winsome in its melting russet gold and honey flavour. "More, and faster," was all he said, and we fell to opening tins like oysters. His joy was exquisite. He laughed. He caroled. Thrice he leapt into the cashier's lap. Thrice we replaced him gently on the floor. "Wherever I go I shall buy such wonders," he cried.
"Can't," we replied, "for there is only one Fortnum & Mason."
Our **NOTEBOOM BISCUITS**—Almond Rings, Dutchman, Ginger Delight, Jan Hagel, etc.
per tin - - - small 2/6; large 4/-
FIVE!

When you feel a tendency to take yourself and your business too seriously, read this copy which Fortnum and Mason, a London firm, uses to build up a business which has established an international reputation. Note the rollicking, whimsical story book style the copy writer has employed. Silly? Undignified? Perhaps—but it is successful.



HAMPERS

for the HORSE RACES,
Picnics, Wassaills & all
such MERRY occasions

Below we suggest three menus for the races. If you prefer to compose a special menu, our chef will fill your hamper to your liking, or make suggestions if you seek novel ideas. Overleaf are the wines and other drinks we think you will find most proper to the occasion. In every case what we offer is of the best. Our hampers play so big a part in the social life of England that they have been mentioned on the stage and in Punch times out of mind. No other hampers have ever won such fame.

When Men is not required, a substitution of 5/- per head is made.
When Men is required, a substitution of 5/- per head is made.
A deposit of £1.10 is (generally) in full or charged for London Delivery and Service.

The demand is so great, please order before noon on the day before the big race meeting, otherwise we cannot guarantee delivery—try how we will.

MENU I
Salade de Homard
Ratouille de Poisson
Jus de Veau
Caviar de St. Pierre
Creme de Vanille
Pau. Secours
Framboise

MENU II
Fines de Sole
Pau de Veau
Caviar de St. Pierre
Creme de Vanille
Pau. Secours
Framboise

MENU III
Sardines, Sauce Tartare
Pau. Secours
Caviar de St. Pierre
Creme de Vanille
Pau. Secours
Framboise

WINE
Overleaf

HAMPERS
with everything READY
and everything THERE

FORTNUM & MASON
181 PICCADILLY, W.1 Phone: Regent 0040

An example of a flier prepared by Fortnum and Mason to stimulate sales of prepared hampers for picnics and other occasions outdoors. A sprightly air of good humor runs through it all, lending readability and interest. No muscle-bound copy writing here!

It is refreshing, to say the least, to read the sprightly comment used by Fortnum and Mason to sell their products. Contrast this form of appeal, for instance, with much of the food copy running in our own publications. Evidently this concern has avoided the serious obstacle under which many companies are laboring, namely, that of taking themselves too seriously. The result is interesting, enjoyable reading that gets the sales punch over with a chuckle.

The examples shown on these pages are all legible. Other copy on other products is equally attractive. For instance, in speaking of a specialty fruit salad, there is the following:

"A famous Baronet ate our fruit salads for years, thinking they came from his own garden. When he found they didn't, he shot his peach trees. He was a hard man, he was. Folks do say he once flogged a trout stream, but we pay no attention to tittle-tattle."

Another page is devoted to a description of walnut cake, another specialty. Here is food copy well nigh at the peak of perfection, at least in my own opinion:

"Rather meet it alone in some quiet room withdrawn from worldly tumult. It is a modest low-lying cake, neither storied nor bedizened, but see how the softly sweet sugar lies like virgin snow upon its bosom. Take a slice and marvel at the cunning with which each layer of sponge is browned in the oven between the layers of crushed walnuts and cream. Now eat and realize that this is not bendy, yielding sponge, but crisped and of a flavor unbelievable. What say you to the taste of these walnuts? How blends the sponge thus treated with the cream? Are you prepared to live on without walnut cake like this?"

Let soft drink compounders and manufacturers take thought of copy like this and then ponder the possibilities that still are untouched by them:

"When you have laboured (this is English copy and therefore English spelling) in the sunshine until you are destroyed with heat, do this:—

"Take our fruit syrup. Add a berg of ice, and fill to the brim with leaping soda water. Then drink passionately in large gulps, for there is no summer drink as this in all the land.


"We make it by our treasured recipe from ripe English (note the home touch) fruit only. Even the touch of piquancy in its aroma is stimulating. After one sniff, strong men—Blues—have been known to seize tumblers from defenceless women, from their aunts if need be, in order to drink. Rather terrible, perhaps, but it just shows you.

"English fruit only, mind you. One year a cowardly rival inserted an alien currant into the brew—through hate. We simply threw away the whole vintage, burnt our fruit farm, and planted new currant bushes. It's no use playing at life."

I concede the point that copy such as this would scarcely be fitting or effective for a concern not

well known or without sufficient advertising background to have established its policies and products in the minds of buyers. However, there is no reason why thousands of companies who are already known should not cash in on humor now and then.

In addition to its effectiveness in arousing interest and putting the buyer in a happy frame of mind, humor permits the advertiser to make strong claims—to boast, if you please—about the prowess of his product which would sound superficial and unconvincing if attempted in a serious style. Fortnum and Mason copy is entertaining and appealing because it is applied with a broad stroke of humor which softens the edge of the exaggerated similes and superlatives and makes sales arguments delightful reading.




WATERMOUNT

Made in England. Reg. 1915. Patent 1,114,811-1915


THE BATHERS' BRONCHO

The inflatable rubber mount that adds fun to bathing in sea, river or swimming-bath.


IT'S A JOY! Made of thick rubber; Weight about 1 lbs.; Easily inflated; Easy to ride; Makes new bathing games and races possible; Propelled by the hands; Turned by feet and hands.



Sprat taking advantage during the mating season



Ambitious youth setting forth on Watermount to seek his fortune



Invalid taking fresh heart on a Watermount

PRICE 45/- EACH

FORTNUM & MASON
Sports Department, 181 PICCADILLY, W.1

(P.T.O.)

If it is true that laughter is a universal language, this leaflet should sell Watermounts anywhere on the globe where there is a pond big enough to float one. Somehow or other, this frivolous copy makes you feel that you could have some fun with one yourself.

Window Displays That Sell Clean Teeth

GETTING window displays into four out of five druggists' windows is as much of a problem as that of saving four out of five who "have it." In fact, each of these questions has a direct bearing on the other, and both have much to do with sales volume.

While fighting for preferred positions in dealers' windows, it is perhaps to be expected that dentifrice and tooth brush manufacturers should develop some outstanding examples of effective display material. A few of these are shown on the accompanying pages. There are many other excellent examples which might also be shown. Those which have been selected, however, illustrate a number of different styles of treatment and appeal which suggest possibilities for adaptation in other lines of business and other products.

The display panel used by The Kolynos Company is particularly interesting because of its human interest appeal. The figure of the baby and the wash bowl are life size and are reproduced in full color on a solid black background which affords effective contrast. This display piece illustrates what can be accomplished by dentifrice manufacturers without showing a "mouthful of teeth" in order to hook up the use of the product with the results it produces.

Another advantage of the Kolynos

display is that it suggests action. The figure of the baby with the toothbrush is cut out and is attached to the panel in such manner that it throws its own shadow on the bowl and background. The life size illustration of the naked baby, with its pink skin and chubby body, reaching for the tube of tooth paste does what it is intended to do—makes passersby stop and look. And, looking, they

get the message quickly because the picture tells its own story without the need for sales copy.

Walking into a drug store a few months ago, I was startled by the figure of a druggist's salesman, apparently standing in the center of a pile of Pro-phy-lac-tic tooth brushes handing one of them out to me with an engaging smile. A second look proved that it was not only a cut-out display, but one

which had been very cleverly conceived and carried out. This display piece, issued by the manufacturers of Pro-phy-lac-tic tooth brushes, serves a double purpose because it is effective inside the store as well as in the window.

Action and human interest are the factors which make this display and the Kolynos panel effective. They play an important part in the success of every window display because they carry the sales story in picture. Note that little or no sales copy is used on either the Pro-phy-lac-tic or Kolynos panels, yet they carry a message that can be understood in any language.

The Pepsodent display is in contrast with these because the illustration showing the pretty girl with "teeth like pearls" is used merely as an attention-getter. This makes it necessary to use sales copy in addition to the illustration. The display piece, however, is beautifully reproduced in full color



Through this display, The Kolynos Company uses a little child to lead the attention of buyers to its tooth paste. The figure of the child is life size and is reproduced in full color, making it exceedingly life-like. The introduction of a tooth brush in this illustration seems to be a new departure, for the tooth paste manufacturers have, as a rule, held strictly to their own products in advertising illustrations. Perhaps this will pave the way for some interesting group campaigns with the tooth paste and tooth brush people combining their efforts in cleaning up some 70,000,000 sets of teeth reported as hitherto unbrushed.

The MAN

Who Used to be Your Customer

*The costliest thing in business is
turnover in customers. Old customers
are as easy to keep as new ones are to get*



SUPPOSE you had never lost a customer that you wanted to hold—what would your volume be today?

If asked, "Why did you lose those good accounts?" you have an explanation ready. You can explain easily why each one now buys somewhere else.

And those explanations are all good ones. They prove it wasn't your fault. Further, you can say, "Everybody loses business once in a while. I can't expect to hold all the business I get."

Yes, but why were those customers lost? Those excuses are fine balm to your conscience; but—

Aren't most customers lost because somebody else pays more attention to them than you do?

Lots of men buy advertising to help get new customers. How many men go to their printers and say, "I want you to help me produce some advertising that will help me keep all my old customers"?

Good printing is the surest and the cheapest way of keeping your old customers friendly.

They will read your booklets. They are interested in any announcement you make.

They are glad to receive your folders and pamphlets.

Right now your best customer is looked upon by someone as a "prospect." Don't let him get the idea you are indifferent to him and his business. Let him know that you are constantly seeking to keep him interested in you and your business.

You have a mailing list. Use it. You know a good printer. Use him. A good printer, Better Printing and Better Paper can help you cut down the turnover in customers—and this means faster growth and larger profits.

*To sales managers, advertising men, printers, and
buyers of printing*

The planning and producing of effective direct advertising is discussed and illustrated in a series of books issued from time to time by the S. D. Warren Company. Copies of these books, as published, will be sent you by any merchant handling Warren's Standard Printing Papers; or we shall be glad to mail them direct.

S. D. Warren Company,
101 Milk Street, Boston,
Massachusetts.

WARREN'S

STANDARD PRINTING PAPERS

*Warren's Standard Printing Papers are tested for qualities required
in printing, folding, and binding*

*(better paper
better printing)*



The Pro-phy-lac-tic Brush Company makes an effective display piece by perpetuating this genial salesman who so cordially invites the buyer to purchase his wares. A good object lesson to dealers' clerks in the proper manner and attitude in approaching customers.

and the girl is actually attractive, which is essential in making the hook-up between beauty and clean teeth.

The Orphos Tooth Paste display is shown because it illustrates the medium between pictorial presentations such as the Kolynos and Pro-phy-lac-tic pieces and the decorative panel used by the Pepsodent Company. In the case of the Orphos display, the sales argument is dramatized by showing tartar lurking in the form of a second-story man outside the window, while beauty sleeps. Sufficient copy is used to make the necessary explanation. Thus, we

have the combination of a good looking girl (who, incidentally, is sleeping with her mouth closed and, therefore, cannot display a row of shining white teeth) with the danger of tartar personified by the lurking thief who works while you sleep.

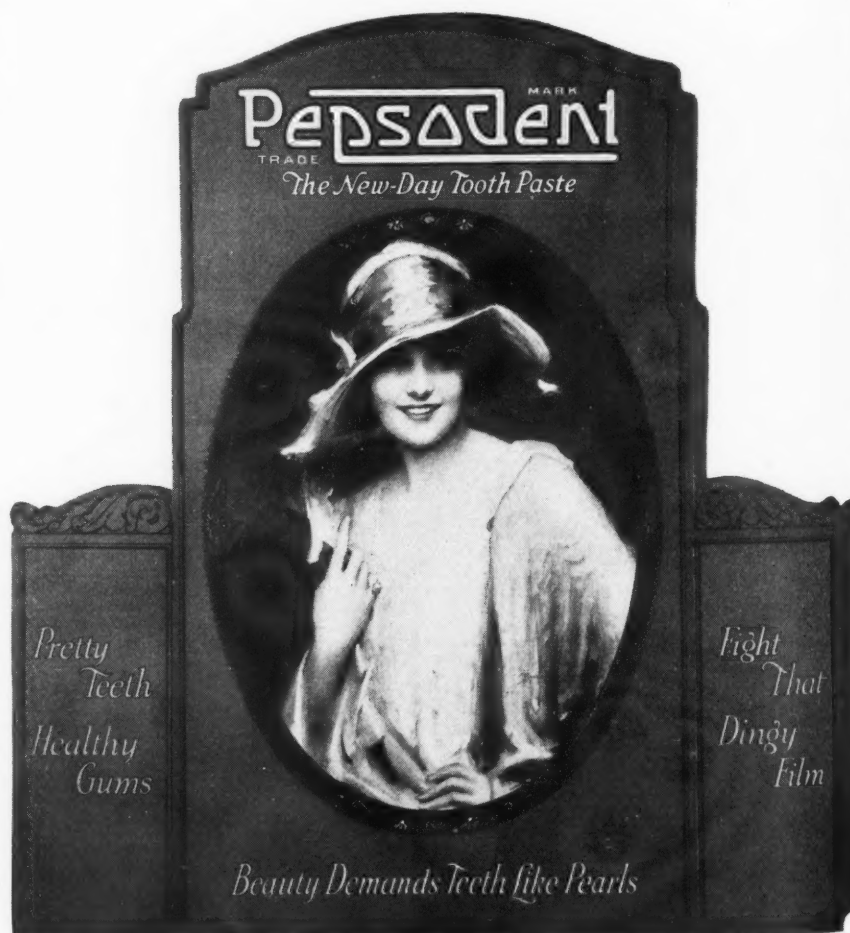
These display pieces, produced by four manufacturers in the same field, prove that the effective presentation of sales messages on dentifrices and tooth brushes is not limited to a single method or style. All these displays, as reported by the manufacturers, have been successful. The factories themselves have found that the dealers like them and use them, and the dealers find that they aid them in pushing the product. Yet each is different in appeal and treatment.

Various distribution plans are used by companies in this field. The Pepsodent Company, for instance, sends window display pieces only to those dealers who are interested in using them. Don F.

Stephens, assistant to Harlow P. Roberts, advertising manager of this company, writes:

"Our plan in sending out window displays is the same as that which we use in sending out our samples. We send them only to those who are actually interested. Every time we send a window display out we follow it up with a letter asking the dealer how he liked it, when he used it, and what suggestions he has to offer. We enclose a self-addressed envelope and have been astounded by the large number of replies we have received by this method. The dealers even go to the trouble of making a photograph of their display and returning it to us with our questionnaire. Most of them approve of our attractive material and offer kindly suggestions for improvement. These comments come from dealers who requested a Pepsodent display direct or through the merchandising men of newspapers or some of the national

(Continued on page 756)



A beautiful girl always has been and probably always will be a sure-fire attention-getter. In this case, there is a real reason for the use of a pretty girl illustration as the tie-up between beauty and "teeth like pearls." The picture alone, however, is not sufficient and therefore some type is required to translate the appeal into sales arguments.

A Wider Market

No Added Merchandising Cost

HARDLY seems possible, does it, Mr. Sales Manager, for here is a problem that you have been giving no end of thought to?

Southern Agriculturist, nevertheless, has solved it for you. Opens an agricultural market of half a million farm homes, 89.5% of which are within the trading areas you have already established.

You don't have to send out your salesmen to open new accounts. These prosperous Southern Farmers are already buying in your towns the goods they see advertised in Southern Agriculturist.

Tell them through Southern Agriculturist as others are doing, and the result will be increased sales for the dealers you have.

Twelve Southern States are dominated by the half million circulation of Southern Agriculturist. Let us send you facts showing how this circulation clusters about the established centers of trade.

Southern Agriculturist is the only agricultural paper in the Southeast which will tell your advertising message in four colors without forcing you to buy expensive units. Order it as you do black and white.

Page advertisers using black and white may have an added color without extra cost.

Southern Agriculturist

"The Giant of the South"

B. KIRK RANKIN, *Publisher*

NASHVILLE, TENN.

JAMES M. RIDDLE CO., *Special Representatives*
CHICAGO NEW YORK KANSAS CITY SAN FRANCISCO

Record Circulations Record Gains ~

Now

The Courier-Journal and The Louisville Times were the only Louisville newspapers making an uncamouflaged statement of their daily and Sunday circulations to the government for the period ending September 30, 1926. They have no reason or desire to confuse the circulation facts in Louisville.

147,373
daily

120,149
Sunday

Record Gains for a six months' period - Record Circulations for Kentucky Newspapers.

The Courier-Journal

THE LOUISVILLE TIMES

over
147,000
daily

*Cover the
Louisville Market*

over
120,000
Sunday

REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY

Selling Real Estate With a Quality Appeal

REAL estate men are rapidly realizing that quality sales literature is a big help in selling quality real estate, whether it be an apartment house, a country estate, or a modest home in a quiet suburb. For conveying an impression of quality, refinement, and stability, good printing exerts a strong influence and provides a tangible background for the word pictures which the salesman can paint while making his solicitation.

Henderson and Ross, of Boston, Massachusetts, have used a booklet promoting The Myles Standish apartment house which may well serve as an example to other concerns who are seeking to establish a reputation for quality real estate offerings, either for sale or for rent. The cover design of this booklet, which is shown on this page, is an excellent example of well balanced design. It is printed in two colors on gray antique cover stock. The inside pages are enriched by printing in sepia on white "Olde Style" stock. The center spread is devoted to floor plans with typical apartments of various sizes shown by means of blocks of color.

While the type matter in the booklet is brief, the cover design, quality paper stock, excellent typography, and careful presswork combine to make it attractive and bespeak the quality of the building itself.

A booklet advertising Lawrence Estates is used by Willard Welsh Realty Company, Inc., another Boston company. Unlike the Myles Standish booklet, this piece of sales literature covers a suburban development. However, the same quality appeal is present, although expressed in a different style of treatment. Typical pages from this booklet are also shown on this page.

Photographs of the property and adjacent streets are used in attractive groups, joined by a simple decorative border. The type matter is nicely balanced and the marginal notes in italics lend interest and charm to the page layouts.

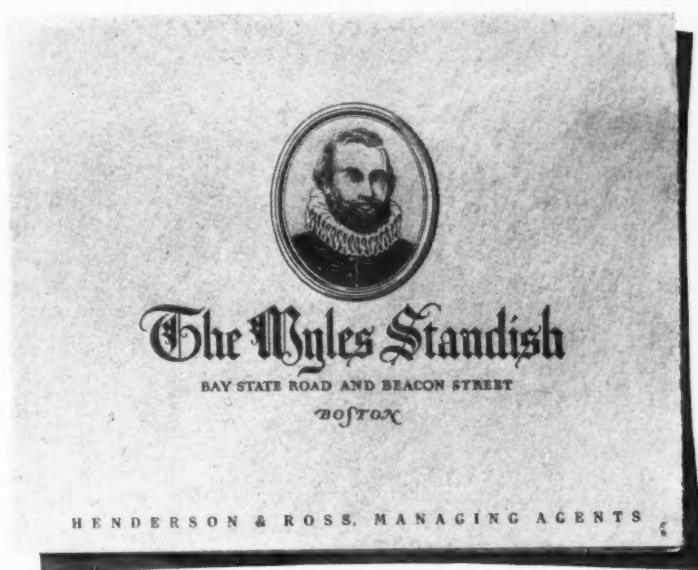
Literature of this type is an effective aid to salesmen. It is used to smooth the way or when mailed in advance, to open the door to a call. When left with the buyer by the salesman at the time of his call or mailed as a follow-up

to the interview, it aids in getting a favorable decision.

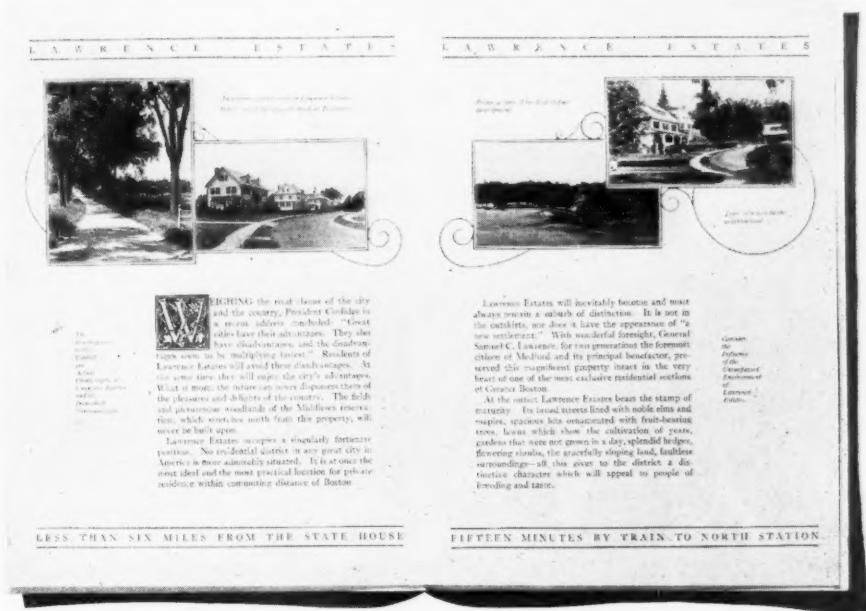
If it is worth while in the real estate business, as well as in other lines, to secure high grade men and train them carefully so that they will always "put the best foot forward," it is equally worth while to invest time and money in sales literature that is really representative of the quality of the product and of the organization behind it.

Quality does not always mean high cost, however, over-dressed sales literature is just as bad taste as too much personal adornment. One concern recently put over a quality message through the use of simple post-cards. The engraving and printing as well as the paper on which the message was carried were of the highest character, yet the expense was not extremely high.

No matter how small the piece may be in size, purpose, or importance, it pays to watch every detail maintain a high standard of quality.



A cover design in good taste reflects the quality of the proposition and appeals to the discriminating buyers this real estate company solicits as apartment house tenants.



These pages show quality printed salesmanship as applied to a suburban development designed to appeal to quality buyers. These pages attract the eye and invite a reading.

A Campaign That Talks Profits—and Makes Them

THE Dexter Folder Company recently directed a ten-mailing campaign to a selected list of buyers. The topic mainly discussed in this campaign was profit. It was so successful that it produced for the advertiser the very thing that the company said its product would do for the buyer—it paid a nice profit.

A mailing list of 10,000 names was first circularized with letters in which a return card was enclosed, making a request for either one of the two leading pieces in the mail campaign, "Extra Cylinder Press Profits," and "Earning Power." At the same time, these two booklets were advertised in the various trade papers. Buyers who replied to the circular letters with the return card and those who requested the booklets as a result of the trade paper advertising were placed on a special mailing list to receive the complete campaign.

The various booklets were mailed at intervals of one month to this special list. The illustration indicates that the titles in most instances made more or less prominent mention of profits, the purpose of the campaign being to point out the savings that the equipment could make possible. The two booklets mentioned above, which were used as bait for inquiries are, as the titles indicate, arguments based on making more money. The next mailing, "Over A Span of Years," is a testimonial booklet which is introduced early in the series in order to give proofs from users that the equipment will do all that is claimed for it.

The fourth and fifth mailings are devoted to arguments relating to proper press feeding featuring increased production, better register, less spoilage and other advantages which the equipment offers which result in greater profit. This marks the turning point in the campaign and the remaining five mailings are concentrated on the subject of profit itself.

One of the difficulties encountered by many concerns when talking profit to the buyer is that

there are so many ways of figuring profit and therefore the advertiser frequently finds he is not talking the same language as the buyer or he is figuring profits by some method which the prospect does not use or understand.

The Dexter Folder Company gets around this question by computing possible profits on a different basis in each mailing. One booklet, for instance, talks about the profit in cents per minute. Another points out "The Dollars in the Minute Hand." Another is titled, "\$1.50 per Hour." Sooner or later, during the campaign, the buyer is bound to hit upon a profit argument that fits in with his method of figuring and the appeal is that much more convincing.

Another feature of the campaign is the manner in which profits are shown graphically. One booklet, for instance, brings out the point that the extra profits earned by one piece of equipment are equivalent to an income of \$60 a week for life. Another shows what the profits will buy in the shape of an automobile, a trip around the world, etc. Talking profit is a comparatively easy method of arousing the buyer's interest, but when that profit is translated into comfort, happiness, travel, and other terms, the appeal is stronger. I know a salesman, for instance, who makes effective his talks on profit by first finding out what the buyer would like to have or do if he had some extra money. Then he points out how the profits derived from the use of his products will permit the buyer to gratify his wish.

At the end of the ten mailings, a broadside was sent to each name on the list. This broadside, entitled, "Questions?" is designed to get the buyer to ask about the equipment and to bring up the questions in his mind which the previous mailings have not answered. In addition, the broadside contained a miniature reproduction in color of the ten mailings with a brief outline of the subject matter in each, thus summing up the entire campaign.

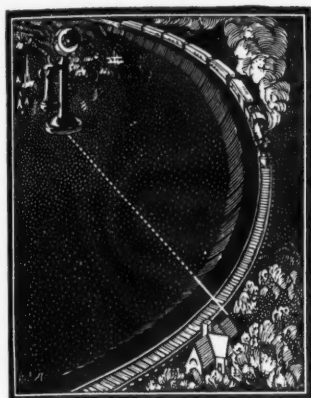
In some campaigns, the continuity is broken because the buyer fails to receive one or more of the mailings for one reason or another. A final resume in the form of a broadside or booklet is effective in tying the loose ends together by

(Continued on page 757)



By pounding away everlastingly on the subject of profit, this series of ten mailings, used by The Dexter Folder Company, is effective in boosting sales of the product. Net result: The buyer not only makes a profit through the use of the equipment, but the company profits through the use of well planned advertising.

The MAN Who Took a Short Cut



THE SALES MANAGER of a mid-west concern learned of a large order about to be placed by a firm situated hundreds of miles away. He knew that others were after the deal and feared it would be closed before his representative could arrive. He called the firm on the long distance telephone to ask them to hold the order until he could send a salesman. It wasn't necessary. He got the order himself, then and there.

THOUSANDS of other salesmen and sales executives are finding that the worry, expense and delay of a personal trip can be saved, in many cases, by using the telephone. A long distance call is the comfortable, inexpensive way to go. It inspires confidence—it is evidence of a desire to serve. The saving in dollars of the long distance telephone to the business men of America amounts to millions annually.

Do you in your daily business turn to the Long Distance telephone only in an emergency, or as a dependable conservator of time? It will serve you in buying, making appointments, straightening out

collections, meeting customers and prospects, making sales, and in many other ways. One concern has six regular telephone salesmen, who average \$27,135 in sales each working day.

The Commercial Department of the Bell company in your city will gladly show you, free, numerous ways in which the long distance telephone can serve your business. In the meantime, put Long Distance to work. It will serve you in distant states and cities just as it now serves you locally. The telephone on your desk will reach whatever man or concern you want, now. . . . *Number, please?*

BELL LONG DISTANCE SERVICE



Free Booklet explaining L M S unusual Warehousing Plan mailed Free on request.

Save Money by Storing in England

Here's important news to every business executive. Today, you can store merchandise throughout Great Britain for one-fourth of what you now pay by shipping L M S, and storing in L M S warehouses. Every convenience known to modern distribution is at your command—always! There are more than 300 L M S warehouses distributed through all important industrial centers of Great Britain, both on the coast and in the interior. They are all connected by direct rail routes. Handling charges and costly transit delays are cut to an irreducible minimum.

The average L M S charge for handling, stowing and delivering out of store as required, is only 2-3 of a cent per 100 lbs. inclusive.

The L M S is the one British Railroad which serves with its own lines all major British ports. L M S delivers right through to store door with its own teams and trucks; 1,300 motor trucks and 10,000 teams continuously employed. L M S storage rates on general merchandise vary from one-fourth to one-seventh of the current rates for storage in public warehouses in the United States.

LONDON MIDLAND & SCOTTISH

Railway of Great Britain
One Broadway, New York City

The L M S New York office offers every cooperation to help you solve the problem of distribution in Britain. Address Thomas A. Moffet, Freight Traffic Manager in America, One Broadway, New York.



THE ONLY BRITISH RAILROAD WITH
AN ACTIVE FREIGHT DEPARTMENT IN AMERICA



Effective display pieces can be designed for many products by dramatizing sales arguments in a manner similar to that shown by the Orphos tooth paste display panel shown here. This is one method for getting action into display illustrations which might otherwise be limited to studies in "still life."

Window Displays That Sell Clean Teeth

(Continued from page 750)

magazines in which we advertise.

"In all of our window display follow-up letters we sell the dealers on the advantage of the display as a tie-up with our intensive advertising campaign that is reaching all of their customers and tell them of the experiences of other dealers and their comments."

The Kolynos Company employs the services of display companies such as the Window Display Installation Bureau, Inc., which operates in a manner similar to that used by the outdoor poster companies, working through local installation concerns who prepare windows for the dealers under the direction of the manufacturer's salesmen. A small fee is charged

by the installation company for each installation. One advantage of this method of distribution is that an accurate check-up on the number of displays used and the location of each display is made possible. The installation company makes a report on each installation and secures a receipt signed by the dealer showing that the window display has been installed satisfactorily. This receipt is then forwarded to the manufacturer as proof of service before the installation fee is collected.

A few companies have applied the "free deal" offer as a means of getting preferred space in dealers' windows by allowing a certain quantity of the product free

provided the dealer will install a satisfactory window display for a certain period. A number of manufacturers, however, frown on this practice since they hold to the opinion that the dealer himself profits the largest from his window displays and the factory has gone far enough when it provides him with suitable material for increasing the beauty and attractiveness of these displays.

It is quite a common practice in many lines of business to give distributors and dealers an advertising allowance. In many cases, the cost of the display material furnished is charged against this allowance. The practice of granting a certain portion of this allowance for the use of the dealers' windows would seem to be an ethical arrangement which would eliminate the "free deal" evil, but still provide for dealer compensation if necessary or desirable.

In handling display material without waste in any line of business, there are many ways in which manufacturers can effect economies without curtailing the work of dealers who are willing to cooperate. Losses can be cut down in many instances by:

1. Sending displays only to dealers who request them instead of merely shipping them broadcast to Tom, Dick, and Harry whether they want them or not.

2. Following up the display after it is shipped with instructions for using it with the best effect, including photographs or diagrams of effective displays which have been built around the piece by successful dealers.

3. Following up the dealer for a report on the display, dates when used, photograph of the window if possible, comment on results obtained, etc.

4. Field work with dealers to find out what they want and how they can use it, so that the displays will actually fill a real need.

5. Making a nominal charge for the display is fairly safe insurance that it will be used when it is received. When the dealer ties up his money in material of this kind, he is usually anxious to do everything that will enable him to make a profit on the investment.

6. Display contests are frequently used to get dealers into the habit of using the display material furnished to them. Once the dealer discovers that an effective window display boosts his sales, he is more easily sold on the idea of using the display material that is furnished to him from time to time.

7. Many concerns have the salesmen check up on whether or not the dealer is using the display material. This is not always accurate because the salesman may not call when the display is in use and the dealer may side-step the question by saying that the display has just been replaced or that it will go into the window "next week."

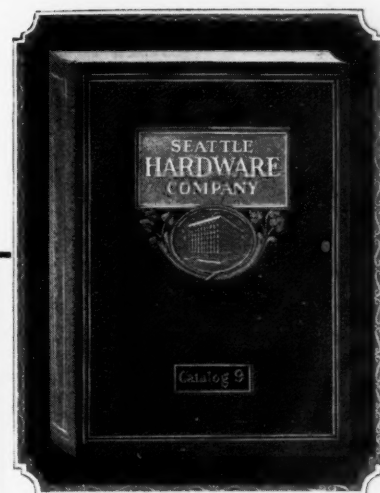
8. By keeping a careful record of the dealers who report their interest or who request display material, as well as those who are known to use the material regularly, it is possible to build up a list of dealers who are known to be strong cooperators. The distribution of display material can be confined to this list with the understanding that other dealers can be added as they qualify by showing their willingness to cooperate and use the material that is provided for them.

A Campaign That Talks Profits

(Continued from page 754)

re-directing attention to the previous mailings and making it possible for the buyer to get the larger picture which is intended. If he happened to miss one or two of the mailings and is interested, it also makes it possible for him to write for another copy.

Since the cost of the equipment advertised in this campaign averages several thousand dollars and the company maintains sales offices throughout the country through which live leads are followed, it is impossible even to estimate how many sales or how much volume in dollars and cents were produced directly by the series of mailings. However, the increase in sales volume is apparent and the manufacturer reports that the campaign is regarded as successful in every respect.



What Is the Cost of a Good Cover?

Yes, the cost is the first question every buyer asks and it takes a good salesman to stand the pressure and still come through with his sales presentation.

Why not consider the covers you put on your catalogs, sales manuals and other books from the same angle?

Molloy Made Covers are used on the large heavy hardware catalogs because they are strong enough to stand the hard everyday use and still maintain their attractive appearance. They come through with their sales presentation and keep the books in service ready to quote the price when wanted.

Of course it is possible to give a cheap cover a pleasing appearance, but that is only part of the service a cover must render. The question is will it stand up? Will it keep the book in service? Cheap covers generally head the catalog for the waste basket, and right here is where the false economy of a cheap cover shows up, because the cost of every book replaced through the failure of a cover is many times the cost of a good Molloy Made cover.

Greater selling power can be given to your catalogs, sales manuals, or data books by using Molloy Made Covers. They are stronger and will wear longer than ordinary cloth, leather or paper covers, and they are made to order for all types of books or binders at a moderate cost.

Tell us about the catalog or other books that you are planning to issue and let us submit sketches in which we will incorporate a Molloy sales idea that will give your books longer useful service. There is no obligation.

Commercial Covers
for Every Purpose

MOLLOY MADE
THE DAVID J. MOLLOY COMPANY

2549 North Western Avenue
Chicago, Illinois



Sales Offices in
Principal Cities

How to Make a SALES SUCCESS

WHEN they pleaded with Gertrude Ederle to "stop swimming and come in out of the wet", so the newspapers say, she simply said, "What for?", and kept on swimming. If she had stopped, all this channel business probably wouldn't have happened!

Too many advertisers quit too soon and never reach their goal. In over forty years of Direct Mail experience, we have seen more advertising failures due to stopping too soon than to any other single cause.

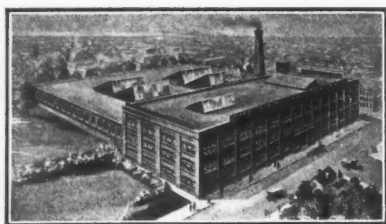
If the objective is right and your methods are correct—keep going! Don't expect the first or the second mailing to bring back a mail truck full of orders. Those who have kept at it for years find it pays to stick.

It is our business to help you set the objective, point your guns, and furnish the right ammunition. A steady fire will win the position you want to gain in sales.

Successful advertisers have been winning sales objectives with Cargill ammunition for nearly half a century. It's time you used some yourself. An inquiry implies no obligation.

The Cargill Company

ADVERTISING
SALES PROMOTION
Complete Printing Service
GRAND RAPIDS
MICHIGAN



These direct mail printers have produced outstanding literature for themselves by taking some of their own medicine from the container that is usually labeled "For Customers Only."

Two Unusual Booklets

"HIM that makes shoes goes barefoot himself" is an old quotation that has all the earmarks of a dirty dig at the shoe business. There are, however, many other lines which the author might have included had he been slightly more broadminded. One of them, for instance, is the printing business.

The larger printing concerns and direct mail producers have, as a rule, sales promotion and advertising departments which are capable of producing sales literature for the house fully as high in quality as that produced for the clients or customers. Taken by and large, however, there is a tendency for the printer to attend to his own sales literature only at odd times when he is not busy with somebody else's. The result is that the average piece of house literature rarely bespeaks the quality of performance or of product that the company is actually producing for its buyers.

The two brochures (they are too fine to be called merely folders or booklets) shown on this page are

worth while examples of what the printer or direct mail specialist can do on his own behalf when he sets his mind to it. The announcement issued by the Rathbun-Grant-Heller Company shows skill in handling display which tells the buyer that here is a concern that knows its business. The Manz Company's brochure reveals an ability to design cover pages which get attention and is doubly interesting because it makes use of the very elements which play an everyday part in the printing business—the letters of the alphabet.

Many a concern has built up an organization of skilled artisans who guard carefully every detail of design and production to see that the product is of the highest possible quality. But when it comes to getting the story of that quality to the buyer who is miles away from the factory and has no conception of the high standards that prevail there, a cog in the machinery seems to slip because the sales literature sent to this buyer fails to carry the impression of care and skill.

\$12,000 in Orders From One Letter

(Continued from page 745)

Changeable weather is the life of existence. I dislike to hear people complain about cold days, or hot days, or rain, or shine. Nature has given us these changes to develop our adaptability. In my business and yours, the weather conditions, changing as they do, are the life of our trade. In fact, all clothing is designed to meet weather conditions of one kind or another. In my own case, the weather, with its climatic changes, has compelled me to build a work shirt that will stand the gaff of heat and cold, of wet days and sweltering hot days. The weather has made me think and plan and choose proper materials, and put the materials together so they will wear in all kinds of weather. The weather has been my friend and teacher—it has made me build a shirt that will meet the most vigorous requirements.

Up here, at Spaide's, when we see it pour down rain, we just smile and say "The Spaide shirt will stand it," and when it's 100 in the shade, we smile again and remark, "You can't sweat out a Spaide," and when it's 10 below zero we tell 'em, "Put a Spaide flannel on."

The U. S. Mail is a good deal like the Spaide shirt—won't stop for any weather. It will deliver the order blank—your order on it—right up to my office. If it's raining—and blustering when your shipment goes out, I rather like it—for the Spaide shirt was built to stand it!

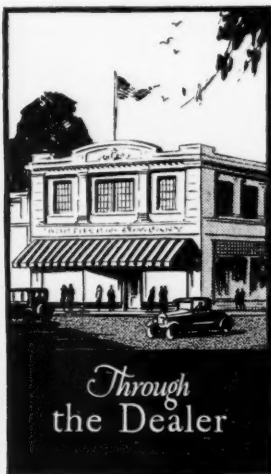
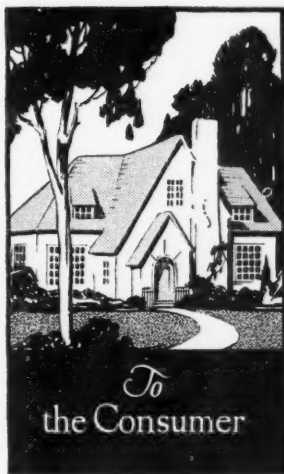
Yours (For Any Weather)

The secret of making letters of this type successful is to write them in an easy, natural style, just as you would express yourself if you were indulging in a soliloquy face to face with the buyer. Attempts to preach a sermon or employ a stilted copy-book style destroy the personal touch and do more harm than good. If you cannot develop the proper subjects or the correct style, it is safer to stick to the orthodox, for it is much better to confine yourself to a single tune on one string providing you can tickle the ear of the buyer and cause him to shower down orders, than to attempt a too ambitious program and strike a "sour" note.

Editor, "Sales Management":

Your letter of the 23rd received in regard to renewing my subscription for "Sales Management" for the coming year, and this I will be very glad to do if you will send me a bill.

I value your magazine far more than you value my subscription. Of this I can assure you.—I. T. Pearce, The I. T. Pearce Company, St. Paul, Minnesota.



Capitalize the Community Good-Will of Your Dealers

"Advertise!", urges the factory . . . "How?", asks the dealer.

Willing, in fact eager, the retailer seeks practical local advertising . . . in his own name.

But he needs the leadership, the counsel and the *sustained* sales promotion cooperation of the factory; not a haphazard assortment of "helps".

He wants a program! One based on his community or town size, his store location and his gross sales.

To the community-center dealer, or the city-outskirts dealer, and the small-town dealer, Direct Mail is one of the two accepted outside-of-the-store advertising mediums; and in thousands of cases, it is the **ONLY** logical medium.

Electrograph recognized this years ago. Thousands of dealers regularly receive packages of carefully prepared Direct Mail, signed by them, addressed to consumers, sealed, *stamped*—ready for the mails. By Electrograph, from Electrograph . . . for the factory.

The patented Electrograph equipment individualizes and localizes all forms of Direct Mail; giving the local, personal touch to letters, folders, booklets, and mailing cards.

Electrograph will help you add local and personal appeal to national advertising . . . capitalize the good-will of your dealers. Write for descriptive folder . . . today.

THE ELECTROGRAPH COMPANY

Home office: 725 West Grand Boulevard - Detroit, Michigan



In Illinois, Electrograph Advertising Service Inc., Chicago, is licensed to operate under Electrograph patents.

General Claims

vs. *facts*

Nielsen Surveys contain the *facts* that you must establish before closing sales—actual *results* obtained with your equipment or material in users' plants—certified *proof* of performance and savings.

Mr. J. C. Kay, salesman for the National Packaging Machinery Co., says about their effectiveness:

"In one case I was up against the strongest kind of competition, with no local installation to show, whereas my competitor had several. But the Nielsen Survey at the Maltop, Inc., plant covered the prospect's problem and was so convincing that I got the order for a \$3,750.00 machine.

"I closed another malted milk proposition with a buyer who had been greatly influenced by seeing this same survey published in the American Food Journal.

"A few days later, with another survey I succeeded in selling the first unit of a system that will amount to at least \$8,400.00.

"Right now I am using surveys with good effect on several jobs, one of which will amount to \$15,000.00. One prospect insists that copies of surveys be submitted with my bid.

"With Nielsen Surveys the prospect does not have to take the salesman's word."

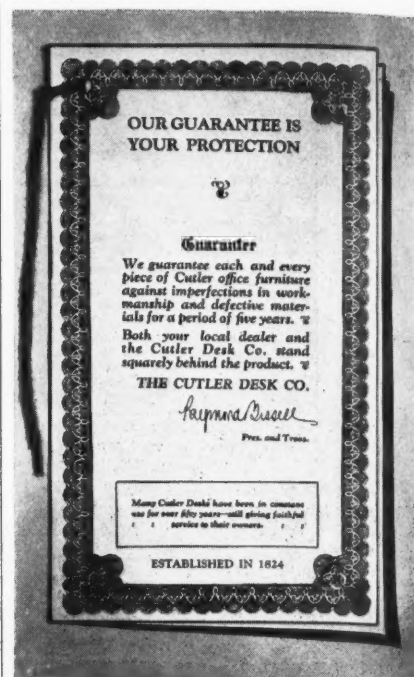
Let us prove that we can help you increase your sales. No obligation. Write today.

A. C. NIELSEN COMPANY

Harris Trust Building, Chicago
NEW YORK

NIELSEN SURVEYS

CERTIFIED PERFORMANCE



It's a good thing to be able to offer a guarantee, but it's even better to hook that guarantee, after it is once adopted, to the product so that the buyer will be sure to see it. The dealer's clerk may forget to mention it if you leave it entirely up to him.

A Guarantee Where It Can't Be Overlooked

THE manufacturer of large, heavy pieces of furniture, machinery, and other products of this nature, frequently makes use of the guarantee to back up his sales arguments. In most cases, these are printed in booklet or folder form, or else are simply stated in the catalog or other sales literature.

The Cutler Desk Company carries the guarantee right along with the product by using a guarantee-tag. This is attached to each product where it cannot be overlooked by the salesman or the buyer. The tag consists of a folder printed on bond stock. The guarantee is made to look official by placing it within a border designed to give the appearance of a steel engraving, such as is used on bonds, stocks, etc.

The inside of the folder is devoted to a brief listing of sales arguments and points of superiority. With the tag as a guide, the salesman is provided with an outline for a complete sales talk, with the guarantee to back up his statements.

(Continued on page 776)

Sales Opportunities in England

(Continued from page 718)

nationally advertised and nationally obtainable from local sources of supply, and the same statement can be made in regard to down quilts.

No British-made men's collar is being nationally advertised in the same way that Arrow, Ide, E. & W. and Van Heusen collars are advertised in the United States. It is true that a maker of a nationally-advertised-and-distributed shirt mentions his branded collars in many of his advertisements, but his collar advertising is almost a negligible quantity.

That no British maker of men's hose has sought to make a market for his brand is something hard to understand, for British-made men's knitted underwear and women's hosiery are extensively advertised.

A Vast Undeveloped Market

Birmingham is a world-famous center for the manufacture of both fine and cheap jewelry, yet Britain has not produced a single advertiser of jewelry whose branded products can be had locally everywhere.

English furniture is esteemed the world over for both its craftsmanship and its durability, yet not a single British manufacturer of general furniture brands his product, advertises it and makes it nationally obtainable from local sources of supply. One or two makers of beds and of chairs advertise and direct purchasers to local sources of supply, but they do not make a general line of household furniture.

So one could go on annotating the list of 100 products listed above.

It is true, of course, that each passing year sees the birth of new British advertisers and of newly-advertised British products, yet the above list of 100 gaps or blanks shows the extent of the sterility among British manufacturers.

These gaps have been invitations to numerous American manufacturers, and so one sees in Great Britain much advertising of branded products of American

origin, though technically they may be British-made, meaning that these products as sold in Britain are being manufactured in the British Isles or in Canada. Thus, Kellogg's Corn Flakes and Shredded Wheat may, in a sense, be called British-made products, since the former cereal comes from Kellogg's Canadian factory, and Shredded Wheat is made in its own model factory in England.

American manufacturers who enter the British market have, as a rule, previously made a great sales success in their own country, and so have abundant available capital and a soundly-informed experience to aid them in their attempted conquest of Great Britain. As against these advantages, the British manufacturer who begins to advertise in his home market is usually a novice at advertising and marketing; also, in many instances, his available capital for an adventure in marketing his product with the aid of advertising is scant as to dimensions. Thus is explained the quick and remarkable successes of many American products which have been introduced into the British Isles.

Success Depends on Salesmanship

Whether or not the American-made product seeking a market in Great Britain will find it as easy in the future as in the past to establish itself, remains to be seen. In Great Britain an extensive effort is being made to persuade the public to give its preference to domestic and to Empire products, but this effort, while it may have a pious blessing from the British public, must, to be successful presently and permanently, offer goods equal to or superior to non-British and non-Empire competitive products, and must be supported by masterly salesmanship and marketing practices, and by bountiful advertising of their proprietary brands, by the makers of British and Empire products. What is best sold will sell most; so if American products are better sold in Great Britain than competitive products, then

they will outsell British and Empire products of the same class.

Every American manufacturer who enters the British market to fill gaps or to compete with a nationally advertised-and-distributed British product twists the tail of the British lion, meaning that he stimulates his British opposition to greater activity. It may turn out, therefore, that the trade aggression of American national advertisers, when they enter Britain, will be an ill wind blowing good to Britain, for it may speed up British manufacturers to fill themselves the gaps which their own lack of selling enterprise has made opportunity to America.

"Plain Dealer" Sponsors Home Makers' School

The third annual Home Makers' School, sponsored by the "Cleveland Plain Dealer," was brought to a conclusion October 15, after four instructive sessions, under the direction of Jessie M. DeBoth. More than 20,000 women attended these sessions, and learned about the newest recipes and home economics. Closely cooperating with the "Plain Dealer" were many of Cleveland's prominent club women. Advertisers, both local and national, also tied up with the Home Makers' school in donating valuable household awards, and running over 60,000 lines of advertising during that week.

Photo-Engravers Meet with Printers Craftsmen

A joint meeting with the St. Louis Photo-Engravers' Club was arranged by the St. Louis Club of Printing House Craftsmen for September 13, when a special program consisting of an illustrated lecture on how photo-engravings are made, was presented. Members of both clubs, numbering about 175, took part in the discussion which followed. At the next meeting the Craftsmen's Club was to devote a similar evening to studying the electrotype process.



EDITORIAL COMMENT



The Man of Many Jobs

Last week I lunched with a man who built up a great business. Two years ago he sold it with a profit to himself of \$3,000,000. He is now engaged in trying to hold on to the three million, as hard a job as making it. Over the coffee my friend told me of policies that he had used to organize his business. The one which he attached the most importance to was his steadfast refusal to hire any man who had held more than three jobs in the last ten years. He held that there might be an excuse for a man's changing jobs once or twice in ten years, but if he was a "put-it-over" man, he would stay with one out of three jobs and make a go of it. He also said that the only time he had ever gone wrong on men was when he set aside that rule. His best salesmen were young men who had a steady series of advancements behind them. A man might leave one company to go with another, but did he advance himself by doing it? It seemed to me that here was a simple rule for picking men that was worthy of consideration. We are over-inclined to make excuses for a man who personally "clicks" with us, only to find later that "love at first sight" is more sentimental than practical. It may work in affairs of the heart, but it seldom works in business.

The House Organ Epidemic

The birth rate for house publications is higher today than it has been at any time since 1919. Editors point with pride to appreciative letters from influential readers, and even show fat orders resulting from house organ leads. But notwithstanding, we believe this house organ epidemic is hurting many important industries. In our desire to publish our own house magazine we must not forget that to grab at small profits under our nose often drives away tomorrow's business. And one of the great factors in tomorrow's business is the success of your industry. Your most dangerous competition is not the competition of others in your line of business, although you may think so, but it is the competition of other industries. You can succeed only as your industry succeeds. So one of the most important things to be done is to help build up your industry, through building up its trade papers and its trade association. The stronger you can make your trade paper by getting behind it with your moral and financial support, the stronger you are making your industry. When you withdraw your support from the central trade paper and divert your financial support to other channels, you are following a very short-sighted policy. But when

you start a house organ in competition with the trade publications serving your field, you are doing your own business a serious injury through the injury you are doing to the industry as a whole. Your house organ does not have to carry advertising to be in competition with the established publication—the very fact that it competes with the trade paper for your interest and financial support is enough.

Colored News and Non-Productive Advertising Pages

Publications that print the editor's honest convictions, refusing to color news even at the expense of advertiser disapproval, are usually the most productive advertising media. Why? Because they are read and because they have character. You cannot build character into a publishing property by leaving your honest convictions out. That intangible something that makes a publication respected and read, is the same something that makes a man respected and heard. It is character. Were we advertisers in business papers we should encourage rather than penalize an independent editorial viewpoint among the magazines on our advertising list. We would do that because it is to our selfish interests to develop strong, appreciated advertising mediums for reaching our prospects and customers. Your advertising is no stronger than the medium that carries it. The stronger the medium, the stronger the advertisement.

The Third Side to Prosperity

The keynote of the coming convention of the Associated Business Papers, to be held November 10 in New York, will be what the business press can do to maintain national prosperity. We congratulate the program committee on its happy choice. It is timely. It is vital. Prosperity doesn't just happen in this country—even though some of our English friends think so. Our economic situation has much to do with it. So has our tariff and other national policies. But equally important is the attitude of the individual business man. If he is optimistic, confident of the future and aggressive, business moves forward. But if he is pessimistic, fearful of the future, and hesitant to move, business stands still. Unfortunately there are forces at work in this country promoting a pessimistic outlook among business executives. The business press has an opportunity to render American business a real service by guiding the activities of its various groups along sound and progressive lines.

Better Direct Advertising Brings Change in Selling Methods

Some Sidelights on the Convention of the Direct Mail Advertising Association Held Last Week in Detroit

TUNING in "between the lines" of the principal speakers before the Direct Mail Advertising Association convention at Detroit last week, three outstanding tendencies in sales management methods were disclosed:

1. Direct advertising will no longer be regarded as merely a means for getting inquiries or follow-up after the salesman's calls, but as a definite part of the selling program.
2. Direct advertising during the coming year will be used more for seeking possible buyers or "suspects" and developing them into prospective buyers.
3. Direct advertising is regarded as a means of advertising aside and distinct from any other form of advertising and should not be considered as a substitute for them.

Willys-Overland's Mail Plan

Many of the leading companies among the 2,000 represented at this convention stated either on the floor or privately that the new direct mail advertising programs being created were to be a definite part of their plans for operating salesmen, similar, in some cases, to the plan being used with outstanding success by the Willys-Overland Company, Toledo, Ohio. L. G. Peed, general sales manager of this company, gave some of the high lights of the plan in his address before the convention Wednesday afternoon.

No Willys-Overland salesman, Mr. Peed explained, steps out of the salesroom door and says to himself, "Well, where will I call this morning?" Under the new plan of operating salesmen, every representative knows exactly where he is going. He has a handful of prospect cards which are furnished by the office. These are not prospects

who have written in response to advertising. The old idea of depending on advertising in periodicals, direct mail advertising, or other forms of advertising, for inquiries to be followed up is considered out-of-date and impractical. According to Mr. Peed, their advertising is planned for a bigger purpose than just pulling inquiries. Their experience has shown that advertising designed to produce inquiries does not give them full value for every dollar invested.

How the Plan Operates

Instead of waiting for "leads," the salesmen are now taught to go out and sign up a larger percentage of the people who have been influenced by the advertising. The method for doing this can be described briefly in several steps.

First, every dealer is required to send in a hand picked list of names of people who might be logical buyers in their respective territories. These lists are augmented by names from automobile registration lists and other lists. The number of names in each territory is determined by sales or number of cars on the contract of the dealer. It is figured so that each salesman will have a sufficient number to work on.

Second, a campaign of direct advertising is started to the lists as furnished.

Third, a prospect card is filled out on each name being circularized. These cards are put in the hands of salesmen.

Fourth, the salesmen are required to follow up and report on every name furnished.

Not even the direct advertising is expected to get inquiries. Four years ago, when the company was first experimenting with a plan of this nature, return post cards were enclosed with the mail advertising and every effort was exerted to get inquiries. However, experience

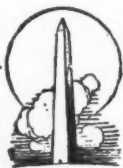
showed that by this method they only cashed in on part of the advertising. Mr. Peed stated that so few post cards were returned that they decided not to "waste money" by using such enclosures. The emphasis was taken off inquiries and placed on calls.

Over 1,500,000 names have been sifted through this plan during the past year.

A similar plan, in many ways, is that of the National Cash Register Company, Dayton, Ohio, as outlined before the convention by E. D. Gibbs, advertising manager of this company. In this plan, however, the salesmen personally are required to mail the various advertising pieces to lists of names, and they pay for the postage out of their own pockets.

Onthank Addresses Convention

Hon. A. Heath Onthank, chief of Domestic Commerce Division, Bureau of Foreign and Domestic Commerce, told how his division is aiding in the solution of distribution problems through surveys and special investigations for industries, and gave a list of some of the market surveys and bulletins on retail store problems available. A multigraphed list of these surveys and reports will be sent gratis to anyone addressing him at Washington. Some of the other speakers were Charles R. Wiers, who is publishing a series of letter articles in "Sales Management"; Joseph Meadon, of the Franklin Press; Harry Pickup, Esq., of London; Franklin Dorset, who told how blotters are used to lengthen the life of letters; R. A. Chandler, treasurer of The Chandler Hardware Company; A. B. McCallister, of Young and McCallister, Los Angeles; J. L. Fisk of the Missouri Pacific Railroad; George S. Sturges, of The Glidden Varnish Company, Cleveland; and Francis B. Frazee, The Larkin Company, Buffalo.



Trading Area

Washington, D. C.

The District of Columbia contains 70 square miles.

There are 7,500 persons per square mile in the District of Columbia.

Maryland and Virginia suburbs and towns nearby have a population of 150,000.

The population of this trading area and the District of Columbia is 700,000.

This trading area is reached by The Washington Times, The Washington Herald and The Sunday Herald.

The circulation of The Washington Times and The Washington Herald is 106,649 net paid daily.

The circulation of The Sunday Herald is 120,091 net paid.

Distribution of good goods is maintained and increased by good newspaper coverage. The Times, Herald and Sunday Herald provide good coverage for good goods well advertised.

Cover this trading area with The Times, Herald and Sunday Herald and do business!

WASHINGTON TIMES

and

The Washington Herald



Fifty Per Cent New Business

(Continued from page 706)

business; it represents a steady flow of sales. Anything above this repeat business represents sales increases, and when salesmen get to a point where half their sales are to new users, then the goal shall have been reached.

Mr. Cooley's five-year average is up to the desired 50 per cent. In 1922 he had 49.2 per cent new business; in 1923, 57.3 per cent new business; in 1924 it was 47.2 per cent; in 1925, 49.7 per cent, and so far in 1926, 52 per cent.

By far the greater share of this new business has been obtained from concerns which previously had used no register systems of any kind. A small percentage, of course, is taken from competitors, but it is estimated pretty accurately that not more than 5 per cent of Mr. Cooley's sales have broken rivals' installations. These percentages bring out strikingly the creative aspect of his work. With 50 per cent repeat business and 5 per cent replacements of competitive lines, there is left slightly over 45 per cent of his total which he has definitely created; it is a market he has developed entirely through his own efforts.

Five Years in One Territory

Six years ago, at the age of forty, when most men have become fixtures in certain lines of business and stick to them for the remainder of their lives, Mr. Cooley gave up the position of office manager he had held for many years and determined to become a salesman. His experience with one of the largest switchboard and supply companies extended back some twenty years, and while he had risen steadily in office work, still he was not quite satisfied. It was late in 1920 when he came to the decision that he had reached his string so far as office work was concerned and resolved to take a radical step from office manager to salesman for a different company.

In 1921 and the first three months of 1922 Mr. Cooley was ranked as a junior salesman, assisting one of the older men in the

territory along the north shore in Chicago. During his first year, however, in spite of the fact that he had never sold before and did not have a territory of his own, his earnings equaled those of his last year of office manager.

The next year he was placed in charge of a territory, and he not only doubled his earnings of the previous year, but he led a force of 125 salesmen in total business and in percentage of his quota. In 1923 sales in that territory again doubled, and his commissions and bonuses have increased steadily ever since, until now his yearly earnings cannot be expressed in less than five figures.

How Cooley Wins Confidence

Three times since he first led the sales force in 1922 has he repeated this achievement, and for the first nine months in 1926 he has averaged well above his quota of fifteen register sales a month. Although he has been working the same territory intensively for close to five years, and it would appear on the surface that his available new prospects would be fairly well exhausted, he continues to hang up an average of 50 per cent new business every year. His company's quota is fifteen register sales a month, but very few salesmen have been able to average fifteen sales a month over any period of time. In 1923 Mr. Cooley's average was 16½ sales a month; in 1924, 17 sales a month; in 1925, 14½ sales a month, and in 1926, 16 sales a month. Sales of equipment and supplies are in direct proportion to the number of machines sold.

After all, though, it is through that quality inadequately described as "service" that most of Mr. Cooley's sales, both repeat and new business, are obtained. By giving his customers and prospects the kind of assistance and cooperation that they can find practical, he wins and holds their trade. At one time a competitor walked into the store of one of Mr. Cooley's good customers and announced that he had worked out a system which

would fit that store's requirements better than the one in effect. "Well, if anything's the matter with our system, Cooley will take care of it," replied the proprietor. That remark is representative of the attitude his customers take toward his work.

Every three months he calls on every user of one of his machines. He terms this a service call, but all the service he is called on to perform in most cases is to wipe the dust off the machine. While there, however, he finds out how the system is working, whether the stationery is satisfactory and anything else he can about the operation of the machines.

Friendship in Selling

It was on such a call that he discovered a big laundry company spending about \$100 an order more than necessary for paper. The concern was using 5½-inch sheets when 4¼-inch paper would serve the purpose just as well. He recommended that the change be made. Since every two weeks this concern buys 250,000 tickets—an amount which would last the average garage two years—a saving of \$100 per order amounts to several thousand dollars. If he had not found this first some competitor might have come along and taken the business away from him on that account.

He was just about to close the sale of six machines to a large retail furniture store on one occasion when he asked the manager if he might have the opportunity of talking to all the clerks some night and explaining to them the operation of his machine. The manager agreed, so the following Friday night Mr. Cooley gave them a lengthy demonstration. Early the next week he went back to the store with another salesman who was to help him with the installation, and every clerk they saw would shout, "Hello, Cooley," or some similarly cheerful remark.

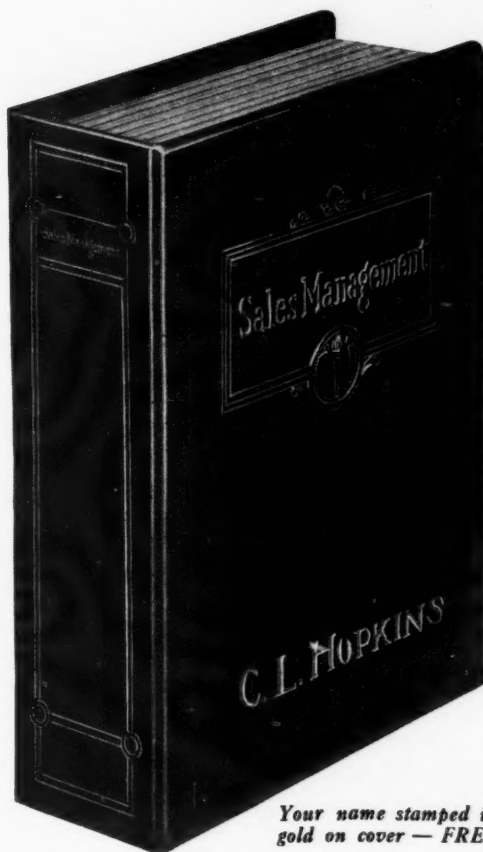
"Say, did you ever work here?" asked the other salesman. "Everybody seems to know you."

He carries out this same practice of creating friendships among the clerks in all the business houses in his territory.

A Binder

for your copies of

Sales Management



Your name stamped in gold on cover — FREE

With each order for a Sales Management Binder, your name will be stamped in gold on the cover with no extra charge to you. You need a personal file for your copies of the magazine, and this binder, illustrated above, will make a handsome addition to your library or desk.

Each binder will hold thirteen magazines. Each copy when received can be easily and securely fastened in this binder, which opens flat like a book. Made of heavy, durable material with special embossed cover finished in two-tone dark brown Spanish grain with lettering and panels in antique bronze.

Price \$2.00 Each, Postpaid

Sales Management Magazine

4660 Ravenswood Avenue, Chicago, Illinois



Loose Leaf COVERS of Distinctive Design

CATALOGS—whether for Dealers, Jobbers, Consumers or salesmen, in order to create that necessary "first impression" must be *distinctive and stand out*. In Loose Leaf Form—with Super Embossed Covers—you have a combination of lasting value and exceptional beauty. With the *Super Embossed* process, original, unique designs can be obtained with reproductions of trade marks and packages in *original colors*.

Send for an
Illustrated Booklet

For more than twenty-five years we have been manufacturing Loose Leaf Binding devices exclusively. We have styles for every purpose—Catalogs, Price Lists, Sales Manuals, Bulletins, Sales-books, Advertising Campaigns, etc. Our assortment is extensive—more than twenty-five types and styles to choose from.

Our new booklet gives full information and helpful suggestions for the preparation of Loose Leaf editions. A copy gladly sent on request.

THE C. E. SHEPPARD CO.
260 Van Alst Avenue
LONG ISLAND CITY, N. Y.

cesco
BINDERS

A Discussion of Chain Store Growth

(Continued from page 725)

\$110,000,000 for the year. Sales for the first seven months of 1926 registered a gain of 30.92 per cent and July sales were 41.55 per cent over July, 1925.

Kresge entered the department store field early in 1923 with Kresge Department Stores, Inc., and has taken over several old, established department stores in different cities, but has not been so successful in showing a net profit so far. This chain is entirely separate from the S. S. Kresge Company, though headed by the same man. The company owns and operates the L. S. Plaut store of Newark, the Palais Royal of Washington, D. C., and The Fair Store of Chicago.

Mail Order Chain Stores

Associated Dry Goods Corporation operates department stores in New York, Buffalo, Baltimore, Newark and other eastern cities and does a total business of close to \$100,000,000 a year. Lord and Taylor's, in New York, is the best-known member of this group.

National Department Stores, Inc., operates stores in New York, Pittsburgh, Detroit, and other large cities and has reached a volume of \$80,000,000 a year.

Even the big mail-order houses are now entering the chain-store field, Sears-Roebuck having established retail stores in several cities. It may be of interest to some readers to know that Sears-Roebuck's sales totaled just \$243,798,351 in 1925, while Montgomery Ward's volume reached \$170,592,642. It is worthy of note that Sears-Roebuck's volume is greater than that of all the 1,423 Woolworth stores combined.

It is not within the scope of this article to discuss fully the advantages and disadvantages of selling the chain stores or their buying policies. In general, the buying offices of each chain employ shrewd merchandise men for each line of goods who buy for all the stores. Needless to say, they buy in large

quantities and they buy at a close price. When one can sell as much in a single call on a chain organization as he could in a thousand or more calls on independent stores, however, there is some argument in favor of selling the chain stores.

At any rate, here is a four-billion-dollar market, and somebody is selling it a lot of goods.

Advertising Association Announces New Plans

President Woodbridge of the International Advertising Association announces five objectives for the association work during the coming year. They are

(1) Closer coordination of the work of the various departments of the advertising commission.

(2) Use of the machinery of the organization in broadcasting the story of advertising to the public at large.

(3) Coordination of the teaching of advertising in the schools, colleges and universities, and fostering the introduction of such course in other educational institutions.

(4) Assisting in the development of stronger and more advertising clubs.

(5) Building a program for the Denver convention that will go a step further in making advertising better understood both within the membership and without.

Plans provide for a speaker to address various civic organizations, business clubs and luncheon clubs on the various phases of advertising. One type of advertising will be taken up at each meeting and thoroughly explained to the members of these clubs. The idea behind this movement is to explain and to "sell" the various advertising media to business men outside the advertising profession.

The association is now engaged in a drive for more new sustaining memberships to pay the cost of this activity.

Hyland Electric's Plan For Selling Lamps

(Continued from page 709)

as shown by the success of this concern, and of others in other lines of business who have also gained the right perspective.

The success of the Hyland Electrical Supply Company is all the more noteworthy because it has been built by men selling the complete line of electrical equipment carried by this concern and not solely by specialty lamp men. The single specialty salesman employed devotes his entire time to selling electrical heating devices. On the other hand, one of the secrets of the heavy volume of lamp sales that is produced by this organization is the fact that a complete line of equipment is carried so that customers can buy everything they need from one source. This ties the accounts closely to the house and makes it harder for competition to gain a foothold.

Fostering Organization Spirit

This company is not beyond the problem of keeping the larger picture before the salesmen at all times any more than any other distributor who finds it necessary to carry on a consistent program of education and stimulation among the salesmen. Every Wednesday evening all the salesmen attend a general meeting. These meetings are devoted to the discussion and adoption of plans for getting more push behind slow moving products. At times, these are simply round-table discussions of ways and means. At other meetings, factory representatives put on talks or demonstrations to aid the men in their sales work. The men are given an opportunity to know each other and an organization spirit is built up through weekly dinners which precede the evening meetings. City salesmen also meet every Saturday morning when plans for the coming week are laid out and other sales matters are discussed.

The dinners serve as an attraction to bring the men in and provide an excellent opportunity to

promote friendship and cooperation between the individual salesmen as well as between the officials of the company and the salesmen. This, no doubt, is one of the main reasons for the strong organization spirit which prevails not only among the firm's own men, but among the agents and dealers it serves. Twice a year the Hyland Electrical Supply Company entertains its agents and dealers at a dinner at which the representatives of one or more of the factories whose products it handles are guests of honor. At one of these dinners recently, the executives from the home office of the Federal Lamp Division attended, and the company's plans for promoting the lamp business were outlined and explained, after which a demonstration was conducted showing the various types of lighting equipment and the uses of each as well as the proper use of window and counter displays and other materials furnished to the agents as sales aids.

A close tie-up with the factory on one hand and with salesmen and buyers on the other makes it possible for this distributing organization to get quick action when action is needed, not only on lamps but on other electrical supplies. Much of the cooperation this company receives both from factories and from agents and dealers has been earned through its well developed sales plan based on the larger program of selling not simply a product but the service that product renders.

Two New Accounts for Hoyt Agency

The Riverside Boiler Works, of Cambridge, Massachusetts, has appointed the Charles W. Hoyt Company, Inc., as its advertising agent. Another new account taken by the Hoyt company is that of the Blaisdell Pencil Company, of Philadelphia.

\$30,000

from one letter to 100 prospects

A prominent New York attorney recently needed a series of three masterly written sales letters to secure \$50,000 in 30 days. Four different clients of this attorney suggested he see Edward H. Schulze. Mr. Schulze agreed to writing the three letters provided he received 5% of the results **WHEN AND IF SECURED**. The first letter, inside of 10 days, brought in \$30,000. The cost of mailing, postage, etc., was less than \$15. Which once again proves there is no better, quicker, more economical way to develop sales than with the right kind of sales letters.

Something New and well worthwhile

As the first step in increasing the sales of your business, return the coupon below and you will receive:

6 monthly reports (one each month) on plans and ideas Edward H. Schulze has been and still is using to help his clients **BRING BACK INACTIVE ACCOUNTS**.

6 monthly reports (one each month) on ideas and plans to **INDUCE PRESENT CUSTOMERS TO BUY MORE**—few of your customers are buying as much from you as they should.

6 monthly reports (one each month) on ideas **HOW TO DEVELOP NEW ACCOUNTS BY MAIL**.

18 reports in all (three each month) covering completely the three basic sources from which all your sales must come. And the cost is only \$3, for entire half-year—just enough to cover mailing, typing costs, etc.

Edward H. Schulze

285 Madison Avenue
NEW YORK CITY

Attached find check for \$3 covering the 18 **REPORTS** of (1) Getting More New Business; (2) More Business From Present Customers; and (3) Bringing Back Old Business. To be delivered three a month for six months.

[[Attach this to your Business Letterhead. Give your business title, President, Sales Mgr., etc.]]

SALES CONTESTS

Every Sales Manager strives to accomplish two things: To build and hold the co-operation and good will of his Salesmen, Jobbers and Dealers. . . . To increase the volume of his sales at a profit. Sales Contests stand alone as his best means toward this dual objective.

**Send for this
New Book**

It tells

In most authoritative manner the exact bearing that Sales Contests have on Sales, Salesmen and Wholesalers. It analyzes Contest Plans, indicates their use, abuse, influence and possibilities, and suggests an entirely new development of an old and very much worth-while system of sales stimulation.

This new book—called Sales Contests—epitomizes the experiences of Sales Managers who are pre-eminent in their field. It will prove of invaluable assistance to any executive interested in Sales. It is yours for the asking . . . entirely without obligation.

**Philip J. Gray
Advertising Agency
Chicago**

FREE



MAIL
THIS COUPON
TODAY

**Philip J. Gray Adv. Agency,
307 N. Michigan Ave., Chicago.**

Please send me one copy of "Sales Contests," gratis and without obligation.

Name.....

Address.....

A Purchasing Agent Discusses Salesmen and Sales Managers

(Continued from page 714)

for a truck for at least two years, no truck salesman has ever tried to sell us. We have been discussing the purchase of a truck off and on for at least two years. But apparently the truck people have all the business they need.

When I received orders to buy a truck I telephoned three of the leading truck companies in Chicago, I mean the Chicago sales offices of three of the leading truck manufacturers.

One promised to send a salesman. Another sent literature and offered to "send further information on request," and the third ignored my telephone entirely.

About six weeks after the original inquiry went in, some man who said he was a sales executive of one of the truck agencies called to see if his salesman had given us all the information we needed. I was forced to tell him that his salesman had never called.

He appeared dumfounded, but if he is a sample of the type of salesman he would have sent, it makes little difference whether or not the salesman ever calls. This man, although representing himself as a sales manager, could give me virtually no information. He took out a printed folder and read the specifications to me—capacity, weight, wheel bases and all that sort of stuff. He could not give me a price on the body. He left me without having accomplished anything definite at all. His call was about as useful to me as an oar to the captain of the Lusitania.

None of the other companies has bothered to send out a salesman. Meanwhile the president of our company wonders why I haven't bought a truck.

In this discussion I have confined myself to actual incidents. I have tried to describe cases which are typical, not the exception. All kinds of salesmen call on me, from the man whose chief business seems to be an effort to make a date with one of the young ladies in the office, to the business-like

salesman who calls for a purpose and doesn't leave until that purpose is at least partially achieved.

But if I were a sales manager I think I would know a little more about what my men were doing. And I would make a determined effort to give them something to talk about—to have them stop making useless calls. And above all, I would see to it that hot prospects were followed up quickly—and carefully.

A Sales Manager Has a Come-Back

(Continued from page 715)

there were other salesmen ahead. One man lost two hours and ten minutes in one day, another lost three hours, and the third, who knew most of his trade intimately, lost about an hour and a half in a day.

Two hours a day is about one-third of the salesman's time. That is only a part of the waste occasioned by men who are purchasing agents in name only.

I know it isn't a nice subject, but no arraignment (and that is what this frankly is) of purchasing agents would be complete without mention of the fellows who are approachable only after they have collected their usual petty graft. It is absolutely appalling to think of what a few theatre tickets, football game seats, or a bottle or two of liquor will do with many purchasing agents. Some of them wouldn't have a lamp smoking or a golf club to their names if it were not for friendly but foolish salesmen who call on them. I know one purchasing agent in Chicago who recently built a home. Various rooms in this house are named after certain concerns who virtually furnished them for him.

Most of this petty graft is paid out by independent salesmen and brokers, not by salesmen who work on salary or on commission and expense arrangements with

individual companies. The greater part of this grafting of business is carried on by men who are manufacturers' agents, brokers, and other more or less independent factors. I know one manufacturer's agent who recently sent a piano, with his compliments, to the purchasing agent of one of the largest corporations in the country. The previous year he took the same man on a six weeks' hunting trip through Canada, incidentally paying for a high powered rifle which the buyer used on the trip.

Can you blame the salesman and sales manager who uses every effort, who pulls every string to enable him to deal with someone who has more authority and greater respect for himself than the purchasing agent?

Newspapers Win Seats on A. B. C. Board

(Continued from page 710)

of the bureau to purely circulation matters and voted "no" on the proposition of including advertising rates on the back of present circulation statements. It voted to keep in the treasury, for use in increasing the efficiency of the bureau's work, a surplus which some felt should be distributed to the members. At the divisional meetings on Thursday afternoon many suggestions for making the reports issued by the bureau more valuable to advertisers were crystallized and passed on to the board of directors for action. O. C. Harn was re-elected president, W. A. Strong, secretary, and E. R. Shaw, treasurer. The new advertiser members of the board are: T. S. Driscoll, Armour & Company, and Verne E. Burnett, Cadillac Motor Company.

The new newspaper members are: David E. Town, Hearst Publications, and W. B. Bryant, Paterson, New Jersey, "Press-Guardian." Ralph Starr Butler, Postum Cereal Company, has succeeded E. E. Taylor of the same company as a member of the board, and Edward T. Hall, Ralston-Purina Company, replaced W. S. Ashby, Western Clock Company, who resigned.

During the year 112 new advertiser, agent, and publisher members were added.

Cut It Out



Cut out the above, paste it on a card and put it in your Dartnell File. No matter what Sales Contest Plan you have in mind, my program will fit it. It will refine your men's ambitions because it appeals to all the emotions that arouse enthusiasm. Why not get my whole story right now? Pin the coupon to your letterhead and send it on.

George Hotte,
Jackson Bldg., Buffalo.

Send on the dope. I want to know what you can do for me.

Name _____

Address _____

If Markets Would Only "Stay Put"—

but

that is just what markets refuse to do.

Sometimes they vanish as though into thin air.

Changing habits, changing practice, shifts in demand, new inventions, style changes,—the unceasing flow of life,—keep markets in constant revolution.

Consequently, it is necessary for a manufacturer to have his markets analyzed frequently.

* * * *

My business is to discover unsuspected in-built values in products and services—to find new uses and new users in new places.



JOHN SULLIVAN

1819 BROADWAY :: NEW YORK CITY

Marketing Counsel
and Service

WANTED

Three Men of Real Ability

1.

AN EDITORIAL MAN

familiar with sales and executive methods, who can think straight and write clearly on business problems. He may be engaged for either part time or full time, whichever may be mutually agreeable.

2.

A SALESMAN

who is accustomed to dealing with industrial leaders and has a record of achievement. He will be assigned to rich territory on a liberal commission basis with a moderate drawing account to cover traveling expenses.

3.

AN EXPERIENCED LECTURER

who is well equipped to discuss industrial topics. He will be engaged at the beginning on a fee basis, which may later be changed to a full time salary.

* * *

THE client desiring these men is a well-established and prosperous industrial service organization. Its steady growth offers splendid opportunities to men of the right qualifications.

Your reply will be regarded as confidential. Give your business record, age, present connections, and income expected. *Do not telephone or call.* If your letter interests our client, an appointment will be arranged.

**United Advertising
Agency, Inc.**

339 FIFTH AVENUE
NEW YORK CITY

Winning Dealer Cooperation

(Continued from page 713)

other's selling problems. Some minor changes were made in the campaign as we had laid it out originally, and then the sales force was turned loose on the dealers.

There were twelve men on the force who did not come in to the home office to be sold on the resale plan, and it is significant that among the whole dozen they succeeded in selling only fifteen or twenty of the resales, whereas other men to whom the campaign had been sold personally, succeeded in booking from fifteen to twenty-five sales apiece.

Backed by Direct Mail

At the time the sales force went into the field with the special sale idea, we mailed out a jumbo letter from the home office to get all of our dealers interested in going after new stove repair business. (Repairs, by the way, amount to about 12½ per cent of the total stove volume in the United States.) With this letter was mailed a quick reference repair price list and a simple yellow form which we offered to the dealer to use in mailing out to his prospects to solicit repair business. More than 100,000 of these latter were sent out in response to requests from the trade. All indications are that this extra effort that we put forth on the repair business, together with the new stove business it will bring in, will give a handsome increase over the volume we would have enjoyed without it. A new kink in the idea of the jumbo letter was the use of the back of it as a poster for the dealer to put in his window or put up in his store.

The first advertisement in the series laid out for the dealer to use in these resales was also furnished in handbill form. The bills were furnished at \$6.50 a thousand, and orders ran over the 100,000 mark.

Just after the resales activity got well under way, a form letter went out to a list of 10,000 prospective dealers. This letter started this way:

"If you don't want more business this fall, you are an exception and

this letter will not interest you." Then it went on to make a strong bid for interest in the Cole retail selling plan through picturing bigger profits. This letter has been pulling a steady stream of replies at the rate of about ten a day, many of which have been closed for new dealer accounts. During the last three weeks of September, twenty-seven new dealers were put on the books.

The most recent direct mail effort was a letter mailed September 24 to inactive accounts—dealers who have bought merchandise from us in the past two or three years and for some reason quit buying. This letter sent out over the signature of the sales manager, brought an amazingly high return—about 50 per cent. Not all of these brought immediate orders, but many wrote just to assure us they were still customers; although not many figures are available on the point, we know of twenty-eight dealers on this list whose accounts revived between September 6 and September 30. The follow-up, to those who didn't reply to the first letter, went out over the signature of the president of the company, and it too pulled big returns. These two letters accomplished a great deal of good in ironing out little misunderstandings with former customers and reinstating their good will.

Results of the Drive

Now as to results: here is a report from one dealer in Savannah, Georgia, on his sale:

"We have just closed our heater sale, and are enclosing a detailed report. We ran full schedule of newspaper ads, distributed circulars and used the telephone very consistently in the way of advertising. In addition to this we displayed Cole products on the floor and in windows, using Cole's window trim and cards, which we supplemented with a streamer of our own get-up in windows and on our delivery truck.

"We feel that our sale created considerable interest among the heater buyers, and considering the early season and hot weather, we are rather proud of the direct results of the sale, which were as follows:"

Here the dealer listed the sixty-two units, mostly heating stoves

and enamel circulators, which he had sold during his drive. He concluded with the remark that, "We feel that we have made a good start toward a record-breaking heater season."

This, I think you will agree, is the kind of work which sends a sales executive to bed happy.

One of the interesting by-products of the resale drives was the competitive spirit developed among the dealers. The letter above quoted carried such an interesting message that we mailed copies to all of our dealers who had bought our campaign but hadn't yet staged their sale.

A 32 Per Cent Increase

This brought back a spirited letter from an Indiana dealer saying his first sale, due to extremely bad weather conditions, had been only moderately successful. However, he enclosed a full page advertisement which he stated was the opening gun of another fifteen day sale he was expecting to stage immediately. "No one can outdo me," he added, referring to the record made by the Savannah dealer.

One of our Ohio dealers made the highest record set thus far for sales during a drive—this dealer sold 81 units during the week of the sale. He had a dinner for all of his employees, at which stoves and heaters were discussed from the correct way to set them up, to the way to close a sale under a price objection. One of our men was there, and he gave them all the selling ammunition he could gather together. The result was an extremely successful sale.

The experience we had with this campaign opened our eyes still further to the possibilities for constructive selling through the retail dealer. It has given us the basic ideas for our entire 1927 sales plan. However many may be the sins of the retailers, we are convinced that they can accomplish big things in selling if they have behind them the right kind of cooperation from the manufacturer.

The Happiness Candy Company has placed its advertising account with the Wales Advertising Company, of New York.

How Does Your Agency Jibe on Direct Advertising?

Does it handle all or none? All of it part of the time, some of it never?

Do you give the agency a steady job or use it hit-and-miss? Does it qualify as expert or only as handy man?

Do you have a settled basis of compensation or dicker over every piece?

Odd jobs and uncertainty don't produce skilled labor. If you want your agency to keep direct advertising skill on tap, give it a chance—assure it definite parts or all of your direct work on a fair-profit basis and let it organize accordingly.

Otherwise, don't use Form DA, the Lynn Ellis "check-list contract" for direct advertising service, and don't expect the handy man to bat 1000 in the pinches.

Form DA starts with a "Table of Direct Outlets and Media." Five columns classify objectives—sales staff, wholesaler, retailer, consumer, internal. Another lists 22 classes of direct media. Setting up the picture of what the agency is to handle is a simple matter of checking and initialing cross lots.

Establishing what the agency is to do, is another easy matter of checking the "Service Index," which lists the actual operations. If the extent of the agency's service or its compensation is to vary with different groups of direct media, easy enough to fill out several forms.

The printed conditions cover matters of authorization, competitive bids, reimbursement and selective basis of compensation, written by one who has been on both sides of the fence.

All in all, Form DA sets up a lasting condition of "do or don't" that should be welcome to advertiser and agency alike. You'll find it among the twenty-five handy contract and estimate forms in "Check-List Contracts for Advertising Service," a book to promote better understanding.

There are all sorts of things your agency *might* do, some it *should* do, some it has done and probably shouldn't, either for its own sake or yours. This book aims to cover them all as completely as it covers direct advertising.

It is a sort of outline map, on which you can fill in the service detail of any advertising agency, from the merest broker to the all-embracing, almost-run-your-business type. Its seventeen service contracts are simpler *in the end* than the simplest one-page "letter of agreement."

You need it. You'll wonder how you ever got along without it.

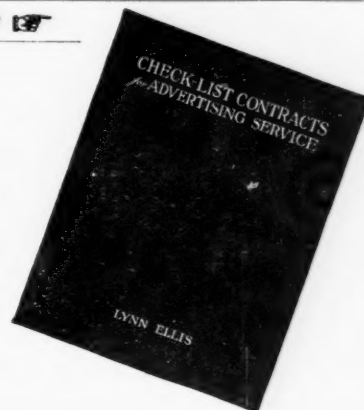
Every Direct Advertiser Needs This Book

LYNN ELLIS, Inc.
One Madison Avenue, New York
Room 346, Desk E-7

- ☐ Herewith \$10.00. Send me the book, "Check-List Contracts for Advertising Service."
- ☐ Send me your price-list on separate contract forms.
- ☐ Since you are not an advertising agency, what do you do?

Name.....

Address.....



Here's a Man Who Can Sell

A SALES EXECUTIVE with ten years' varied experience will be available November 1 for a connection in the capacity of sales manager, branch manager or representative, which will carry with it the opportunity for becoming financially interested.

Three years' inside experience in sales, three years' traveling, and four years of promotion work as a division manager have given him a practical, broad background.

He has tripled the Chicago business on a nationally advertised quality product. He is clean and energetic, and his personality enables him to meet people in the right way. He likes to sell and his work reflects it.

His line has been hardware specialties, mill and mine supplies, and contractors' equipment, but the connection he is looking for need not be limited to products in these fields.

I know this man and can endorse him. For further information write Jacob F. Weintz, Adv. Mgr., Sales Management, 4660 Ravenswood Avenue, Chicago.

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers.

The Sure-Minded Advertising Man Uses **STANDARD RATE & DATA SERVICE**

IT GIVES him up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes--and circulations on six thousand publications in the United States and Canada.

---USE THIS COUPON!---

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name _____
Street Address _____
City _____
State _____
Individual Signing Order _____
Official Position _____

When You Pick an Agent

(Continued from page 708)

dealer—if it does, the advertising won't be resultful. The fetish that different appeals must be made to fit different sections of the United States—represents the individual dealer's blind affection for his own town and prejudices. Where climate, topography, habits or any other fundamental condition affects the use of a product, then both sales and advertising must be changed to meet such conditions. St. Paul copy won't sell fur coats in Florida.

But an effective appeal in Hollywood would be just as effective in Gopher Prairie—that is, if both populations use the same kind of goods in the same way.

Insurance for Good Advertising

The value of effective advertising is so great in extra net profits and the cost of ineffectual advertising is so great in loss of net profits that it seems very obviously a short-sighted policy to interfere with the specialized, concentrated effort necessary to get effective advertising. The often doubtful value of "plus service," even when attempted by the best agencies, is not sufficient to risk the effectiveness of high grade advertising service by demanding double service.

"Better pick the right advertising agency and let them stick to their advertising—if they do that job well, I won't ask them to help me run the sales department," said one sales manager—and continued: "And when you spend a million dollars for the right kind of advertising, \$50,000 saved in a split discount doesn't count enough to take a chance on \$5,000,000 net results. What you don't save in full agency discount to the right agency is economical insurance for good advertising!"

However, when the appropriation of a single advertiser runs well beyond the million dollar mark, it is possible that an advertising department might be developed equal in personnel value to that of the average advertising agency and at a cost less than that of the agency discount. In such

case, a separate organization has been developed to handle the checking, clerical and auditing work.

But in this case, the advertiser sacrifices the broader outside contact and viewpoint which he could get through a national advertising agency. Unless he is selling a staple with more or less sure and constant demand, it is never safe for him to reduce too much his possibility of unprejudiced contact with the world outside his business.

Finally, the cumulative experience of an advertising agency with a history of success back of it cannot help bringing to the advertiser a resourcefulness in advertising expedients and a judgment to meet critical problems that at times might be of very vital importance. The value of this expertness developed by experience is not subject to quibble—as emergency insurance alone it is worth full price.

The proof is very probably apparent in the fact that nine out of ten successful advertisers place their advertising through sound advertising agencies—and at the "full list price" and with no "plus service" rebates.

Two New Accounts for Milwaukee Agency

Two new accounts taken by Klau-Van Pietersom-Dunlap-Younggreen, Inc., of Milwaukee, Wisconsin, are those of the Aero-shade Company, of Waukesha, Wisconsin, and the Wisconsin Food Products Company, of Jefferson, Wisconsin.

The account of William Sellers and Company, Inc., Philadelphia manufacturers of machine tools, has been taken by the McLain-Simpers Organization, also of Philadelphia.

The Arthur Rosenberg Company, Inc., of New York City, has been appointed advertising agent for the I. Leon Company.

How We Train Our Future Executives

(Continued from page 702)

department in the business. When they go out as field men they know more about our products and about lighting problems than any of their customers.

These men know the various department heads intimately. Our business, to them, even when they are a thousand miles away from the factory, is more than a group of men and a factory building. It is an institution made up of this man's friends and fellow workers.

Business men are occasionally inclined to scoff at sentiment and friendship in business, but these things go more towards building an organization than any other factor I know anything about. That is only one of the reasons why we feel that our systematic training plan is doing a lot more for us than merely training young men to make good on the jobs they are now holding. We are—at least I hope we are—building for all time to come. With a new class of men coming into our business each year—alert, educated, trained men—our business must always keep pace with the times.

This training plan means an outlay of approximately \$15,000 a year in salaries alone. While being trained, the men accomplish very little in the way of productive work. We feel that this amount invested in human material each year is far more productive than the same investment in machinery or in the usual types of sales promotion activities which do not bring direct results.

Turnover Article Draws Favorable Comment

Editor, "Sales Management":

I am much interested in the article on page 342 of your September 4 number. It is very gratifying to me that the sales managers are beginning to see the light and are operating along lines that not only increase tremendously the efficiency of salesmen, but reduce the turnover.—B. J. Williams, director of sales, The Paraffine Companies.

To Those Whose Ears Are Filled With Cotton

There is a good deal of discussion of the cotton market. The price has declined substantially. The president and cabinet are studying the problem.

It would be futile for Dallas, America's greatest cotton center, to try to laugh it off.

It would be even more foolish for any marketeer to allow the price of cotton to influence his plans without duly considering a number of other vital facts.

* * *

Texas' total of crop values this year will exceed those of 1925 by more than \$100,000,000.

For every dollar we may lose by the low price of cotton we shall gain two by tremendous increases in the volume of all crops—including cotton.

The splendid weather conditions that brought overproduction of cotton, with consequent decline in price, brought such a huge harvest as has rarely been seen before in

this greatest of all states. Four times as much corn as last year; FIVE times as much wheat; SIX times as much oats.

And a million bales more cotton. Here is Texas' agricultural income from sixteen major crops based upon U. S. Government estimates of production:

1925.....	\$490,766,000
1926.....	\$606,604,000

* * *

Production along other lines, of which live stock and petroleum are the biggest, will also show substantial gains. Industry in Dallas is active; retail sales are ahead of last year, and the bank and financial statistics are all favorable to aggressive enterprise.

The volume of national advertising in Dallas papers—especially The News and The Journal—shows steady increase and will total well over a half million lines gain for these two papers by the end of the year.

The Dallas Morning News The Dallas Journal

An Optional Combination

LITHOGRAPHED LETTERHEADS

Produced in Black Ink on
No. 1 20-LB. WHITE BOND

\$1.20 Per Thousand

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads.

Send for lithographed samples of companies whom we are serving.

100 M or over	\$1.20 per M	25 M lots	\$1.45 per M
50 M lots	1.25 per M	12½ M lots	1.70 per M
[Minimum quantity 12½M]			

Engravings made at actual labor cost

PEERLESS LITHOGRAPHING CO., Inc.
1718 No. Robey Street, Chicago, Ill.

An organization providing a complete service in Outdoor advertising through advertising agencies

NATIONAL OUTDOOR ADVERTISING BUREAU

INC.
NEW YORK CHICAGO DETROIT

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00.

Golding Press Division, Franklin, Mass.



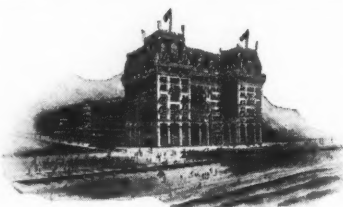
A Tip for Sales-managers

Luden's in the grip puts punch in the trip

A salesman writes:—"I have to talk to my prospects in laboratories, foundries, battery charging rooms, etc., where there are obnoxious fumes and gases. While talking, my throat would become dry and parched, causing me to cough and almost choke. It handicapped my sales. I tried Luden's and discovered that they would prevent the dryness and irritation. (Original letter on file)

Every salesman should carry a package of Luden's in his grip. It may save the sale. Whenever nose, throat or chest become irritated, and natural breathing is difficult, take a Luden's—millions do. The exclusive menthol blend in Luden's Cough Drops soothes and quickly relieves. In the yellow package—5c—everywhere.

LUDEX'S MENTHOL Cough Drops



The Breakers

Atlantic City, N. J.

Right on the Boardwalk

Preferred—

in winter and all season—by those who know and want the best—either upon the American or European Plan—and sensible rates withal. Sea Water Baths—Golf Privileges—Orchestra—Dancing Garage on Premises

Joel Hillman
President

Julian A. Hillman
Vice-President

PROVE IT!
SHOW HIM THE LETTERS

IF your salesmen could show skeptical prospects the testimonial letters received from satisfied customers—it would remove doubt and get the orders. Don't leave testimonial letters and orders lying idle in your files—give them to your men and increase sales thru their use.

Write for samples and prices

AJAX PHOTO PRINT CO., 35 W. Adams St. Chicago

Ford Dealers Co-Operate in Advertising Campaign

(Continued from page 711)

wouldn't advertise, according to the experts, then the dealers would snap their fingers flippantly in his face and do it themselves.

As a matter of fact, neither guess was right. The reason Ford advertising was discontinued was not because either Mr. Ford himself or his dealers did not realize the value of advertising; it was because neither of them were satisfied with the way advertising expenditures had been handled. And the reason the Chicago dealers recommenced advertising was because a policy had been formulated which pleased both themselves and the factory.

A Change in Policy

Until about six years ago, Ford dealers all over the country took care of their own advertising. The company, of course, laid down some rather strict requirements about how much and what kind of advertising its dealers must use, but to a large extent they worked out their own policies, chose whatever media they thought best and prepared copy to suit their individual fancies.

This plan evidently was considered not quite satisfactory by the authorities at Detroit, for a radical change was made some six years ago, brought about either by Ford's sincere belief that advertising matters could be improved or by his growing dominance over his dealer organization, whichever one prefers to believe. Anyway, he decreed that all advertising should be handled from the factory. Not that the dealers shouldn't continue to pay for it—that wasn't the principle at all—under the new plan they were still to furnish the cash but the Ford Motor Company would dispose of it for them.

Accordingly, a quota of three dollars a car was set aside for advertising expenses. This sum was merely added to the purchase price of every new car taken by a dealer. In return for this added charge he was released from all worries over

matters relating to advertising, with the possible exception of whether or not any of the advertising would ever reach his prospects.

The factory added nothing to the dealers' advertising quota, but with sales since 1923 running over two million Ford cars a year, an appropriation of around \$6,000,000 could cover a great deal of territory. It was the way the territory was covered that dealers found not quite to their liking. Expenditures for national magazine advertising and for billboards in New York, Chicago and other large cities are all very well, but dealers in places like What Cheer, Iowa, and Crooksville, Ohio, couldn't see why they should share the expense. If the Ford Motor Company wanted two-page magazine advertisements in colors, that was fine, so long as the factory paid for it instead of dealers in mining towns where most prospects couldn't even read. And if metropolitan dealers wanted billboards, that likewise was all right, but it wasn't doing any good in the provinces.

When Dealers Pull Together

For these reasons, concurred in by both the company and its dealers, Ford left himself wide open for further criticism last spring by announcing distinctly that so far as advertising under the present plan was concerned, he was through. For the following four or five months sales unquestionably fell off sharply all over the country, giving credence to reports that the Ford Motor Company was slipping. The Ford policy of refusing to release monthly production figures provided an opening for his adversaries to paint the picture darker than it really was, but even so, things were not going so well for dealers as they might wish.

It is explained that advertising was held up pending the formulation of a definite policy as to how

it should be handled. No one wanted to go back to the old plan, yet with sales on the decline and with none of the widely heralded "new models" having put in its appearance, it was apparent that something must be done to bring sales up again and to silence unfavorable rumors.

As soon as it became known that dealers were to use their own judgment in planning advertising, a movement was started in Chicago to enlist the support of all the fifty-two local dealers in a co-operative campaign. Without exception every dealer was anxious to do his share. A fund was raised based on a two dollar appropriation for every car purchased by a dealer; this was a dollar less than the sum called for under the factory's plan, yet many of the dealers wanted to set the figure at three or four dollars a car. As a beginning, however, it was decided to limit it to two dollars.

Outdoor Mediums and Newspapers

This money is being spent entirely for billboard and newspaper advertisements. The first of 300 billboards appeared early in August. The number of billboards was gradually cut down as newspaper advertising began, and by the time the newspaper campaign reached its height of two insertions a month in five different papers, the billboard advertising was almost gone. Now new posters are being prepared for billboards, and as they are put up the volume of newspaper advertising will be gradually reduced.

Miniature reproductions of the billboards are printed in great numbers for posting in dealers' showrooms, on their windows and on the windshields of salesmen's and customers' cars.

The campaign has only stayed the downward course of Ford sales in Chicago, but it has increased business so remarkably that the total sales of the fifty-two dealers cooperating in the campaign are already well above those for the first ten months of 1925. In spite of the fact that there was no permanent organization of Greater Chicago dealers, no difficulty has been met in enlisting the

assistance of each one in the "City Dealers' Advertising Fund," and by publishing the name and location of every agency in the advertisements, the public is informed that, contrary to rumors and adverse propaganda, they are still selling and advertising Ford cars.

Dealers in other parts of the country are following the lead set by Chicago. Either cooperatively or individually they are beginning to place their own advertising. In Buffalo and Oklahoma City, for example, the Ford dealers copied the advertisements published in Chicago word for word. It is not known, of course, just what Ford is going to do about national advertising, or if he is going to use it at all. It seems certain, however, that he will not risk going back to the old plan of paying for it directly from dealers' quotas if he heeds dealers' wishes in the matter. Dealers feel that by handling their advertising themselves they can use the media best suited to their needs, they can prepare copy which will appeal to their prospects, and they will be in a position to diagnose the advertising requirements of their particular communities with greater accuracy than the factory could possibly do.

A Curtain Call for Mr. McPherson

Editor, "Sales Management":

I have been reading all of Cameron McPherson's articles that appeared in the May and June issues of "Sales Management." I was very disappointed when the series ended. I am very glad to see that he is going to write a series of articles that directly interest me, as all of my work consists in selling advertising space for two monthly magazines, entirely through the mail.—Chester K. Shore, managing editor, "Kansas Municipalities," Lawrence, Kansas.

Coppes Brothers and Zook, of Napanee, Indiana, manufacturers of Napanee Dutch kitchen cabinets, have placed their advertising account with the Lamport-MacDonald Company, of South Bend, Indiana.

ARGENTINA

Bought from the U. S.

\$3,365,143

Worth of

HOSIERY in 1925

Of this, \$1,954,768 was cotton, \$943,205 silk and \$467,170 rayon.

Imports of branded, advertised hosiery into Argentina are practically certain to increase in 1927. Imports of unadvertised hosiery will probably decrease because such hosiery is confused by the buyer with that made locally, much of which has not proved to be of satisfactory quality. Advertising of American hosiery in Argentina is essential to a continued development of the market there in the face of irresponsible competition.

LA PRENSA

of Buenos Aires

has a sworn average net circulation of 236,065 on weekdays and 296,442 on Sundays, the largest newspaper circulation in South America. Your advertisement in La Prensa will reach an intelligent, responsive audience in the wealthiest, per capita, country in the world.

A booklet on "Argentina as a Market for American Products" will be sent free on request to those interested.

JOSHUA B. POWERS

Exclusive Advertising Representative

250 Park Avenue, New York

LA PRENSA

"South America's Greatest Newspaper"

HOTEL Cosmopolitan DENVER COLORADO

460 Rooms with Bath

OPENED JUNE 5, 1926

*The largest and finest hotel
in the State*

One block from all car lines

One mile from the noise

The leading hotel of Denver

**"Chief" Gonzalez
and his "Royals" every evening**

**CHARLES F. CARROLL
General Manager**

*The "METROPOLE" is now an annex
to the "COSMOPOLITAN"*

J. W. Young Heads Agents' Association

James W. Young, vice president in charge of the Chicago office of J. Walter Thompson Company, was chosen president of the American Association of Advertising Agents to succeed Roy S. Durstine of New York. Mr. Young served last year as vice president. Other officers elected were: Vice president, H. K. McCann, of the H. K. McCann Company, New York; secretary, Richard S. Humphrey, of the H. B. Humphrey Company, Boston; treasurer, E. De Witt Hill, of the H. K. McCann Company, New York.

Lithographers Cooperate in Advertising Drive

With the September magazines a campaign was launched by the Lithographers' National Association, Inc., involving a five-year co-operative educational drive at a total cost of \$260,000. The magazine advertising is being supplemented by a special letter to the 10,000 buyers of advertising. Other media likewise will be used.

"Lithographed advertising that follows through to sales" is the slogan emphasized in the campaign, which is planned to assist in the development of a greater and more effective use of lithography.

A Guarantee Where It Can't Be Overlooked

(Continued from page 760)

The matter of using tags for identifying the product, carrying sales information, instructions for use, guarantee, or prices, opens up wide possibilities for manufacturers in many lines. Instead of the ordinary tag, printed on cheap paper in a single color, manufacturers are using high grade enameled board printed in several colors with attractive designs to catch the eye of the buyer.

While the tag in itself is a comparatively small item, it is deserving of consideration in every case where it can be used to advantage.

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

POSITIONS WANTED

SALES AND ADVERTISING MANAGER, at present employed, available January 1st. 16 years sales experience, past 5 in complete charge of Sales Dept. of large manufacturer of heavy stationary engines, marketing product nationally. Has sold goods in unit values of from \$1.00 to \$15,000.00. Forceful personal salesman. Expert sales letter and literature writer. Good industrial advertising man. Can select, train and hold men. Willing to go anywhere to take position as Sales or Assistant Sales Manager, Advertising Manager, Branch Manager, etc. Salary commensurate with nature of work, responsibility and location—\$5000 to \$7000 per year. Box 1103, Sales Management, 4660 Ravenswood Ave., Chicago.

KEEN THINKING YOUNG SALES EXECUTIVE desires a connection with manufacturer in the Central West. This man is experienced in advertising, sales promotion and selling in the wholesale and retail fields, is under 30 years old, is trustworthy and a producer. Familiar with Central West Territories. Now employed, desires change to broaden opportunities. References gladly furnished and correspondence invited. Address Box 1105, Sales Management, 4660 Ravenswood Avenue, Chicago, Illinois.

EXPERIENCED SALES MANAGER'S SERVICES available shortly after first of year. Can take any sick business and put it on its feet in short order. A-1 recommendations can be furnished. Age 44—married. Replies confidential. Box 1107, Sales Management, 4660 Ravenswood Avenue, Chicago.

SALESMEN WANTED

SALESMAN—WELL RATED MANUFACTURER desires additional representatives to handle combination order blanks and envelopes, also loose leaf devices and printing direct to consumer. Commission basis, full or part time.

Exclusive territories. References required. This is not a get-rich-quick proposition but an opportunity for sincere men to add from \$100 to \$500 per month to their incomes. The Workman Mfg. Co., 1200 W. Monroe St., Chicago, Illinois.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

REPRESENTATION

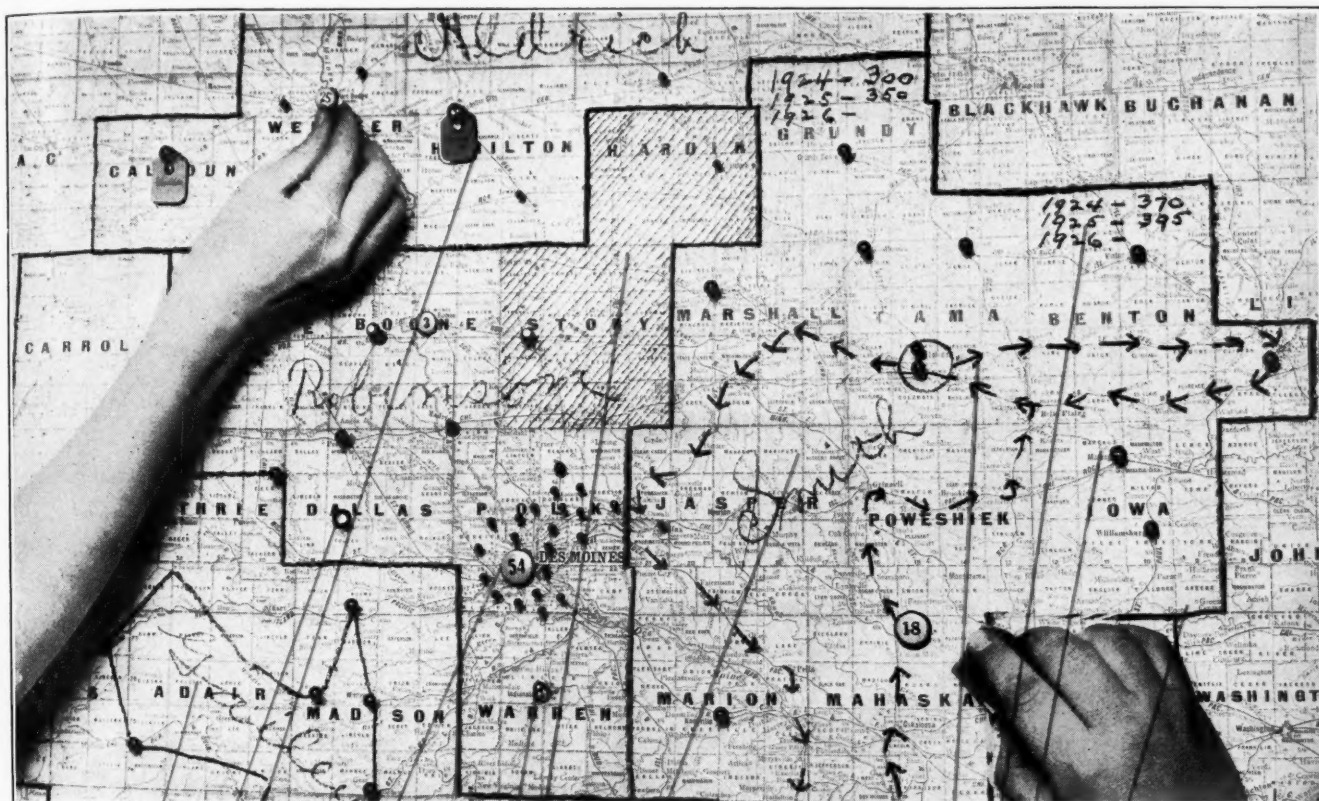
IF YOU MANUFACTURE A SPECIALTY and are not now represented in the Chicago market we can interest you. Fourteen years successful selling assures better than an even break for business. Box 1109, Sales Management, 4660 Ravenswood Ave., Chicago.

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"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG



Map Picture vs. Type Reports

JUST as a picture can present at one glance what it takes hundreds of words to describe, so a map can instantaneously visualize facts which otherwise would require several pages of reports to cover. For example, the map above tells all these things—and more—to the shrewd manager of sales—

① These crayon lines show route of salesman Gailey (name written on block of territory), reference to dated route list giving his location each day.

② Tacks like this, two-color tops or distinctive symbols in various colors, indicate dealers, class, financial rating or volume of business. Eighty color combinations available in five different sizes.

③ These map tags (which can be secured in different colors), hung on tacks, indicate special orders received in sales drives, percentage of sales quota reached or any other particular data desired.

④ These large flat-headed tacks (furnished with numbers 1 to 999) indicate factory branches, headquarters of sales divisions, jobbers or distributing centers. Similar tacks with blank celluloid tops (16 colors) furnished for your own markings.

⑤ These celluloid map rings, hung on map tacks,—just like map tags—indicate special data about customers or prospects represented by the tacks—18 different colors.

⑥ The crayon shading over section of map indicates a sub-division of the larger territory assigned to Robinson. Different colored crayons may be used for such sub-divisions.

⑦ The name written on blocked-off section of map indicates that this territory has been allotted to Smith—who may be either salesman, dealer or jobber. Names may be written or printed with colored crayons.

⑧ Arrow marks indicate route of salesman in covering territory, the points of the arrows showing the direction of his travel. Variation from method shown in (1).

⑨ Figures show record of sales for current and preceding years. Such figures may be noted right on map with crayon, and record changed from month to month as year passes.

⑩ Every tack like this stands for a dealer or a prospect, different colors indicating sales and kinds of merchandise involved. Five sizes—eighty colors and combinations—400 different tacks.

⑪ Heavy crayon lines like this set off divisions of territory for factory branches, jobbers, dealers or salesmen. Lighter lines or shading may indicate sub-divisions.

Tell us what you sell, how and where, and we will show you the kind of a map system you should have, how you can use it effectively and profitably, how the records can be changed from day to day and how you can add to your equipment as your business grows. Address our home office, 620 Murphy Building, Indianapolis, Indiana.

NATIONAL MAP COMPANY MAP MAKERS SINCE 1885

620 Murphy Bldg.
Indianapolis, Ind.

111 N. Market St.
Chicago, Ill.

The map gives the whole situation at a glance, practically without limit. It shows where sales are falling down and where markets are undeveloped, and spurs you on to bigger business. Maps and fixtures furnished in various convenient sizes; so flexible that you can add new wings and maps as territory increases.

"Namapco" Washable Maps

..... The Business Survey of The Chicago Tribune offers here a miscellany of fact and comment on zone marketing, the Chicago Territory and The Chicago Tribune.

From the

For the first nine months of 1926 The Chicago Tribune carried

27% more total display advertising
40% " national display "
19% " local display "
49% " classified "

than any other newspaper in Chicago

FRED W. SHIBLEY, vice-president of The Bankers' Trust Company, at New York, was asked by a reporter for Advertising and Selling what steps were taken by the bank in putting a sick business back on its feet. His reply was in part as follows:

"We first take a map of the United States, blank except for outlines of the states and their names, and in each state enter the present sales in each state. Next we study the potential sales in each state, based on population, and later enter these figures on the map. Then we study the cost of getting those goods to those states, and the various factors as represented by the various maladjustments of marketing. Frequently we find that sales are very spotty and that certain states that present a large potential market have received scarcely any attention; or, on the other hand, we discover sometimes that the biggest distribution is in remote states which represent sales and shipping expense which could be avoided by the simple expedient of cultivating territory closer home."

NATIONALITIS

(pernicious)

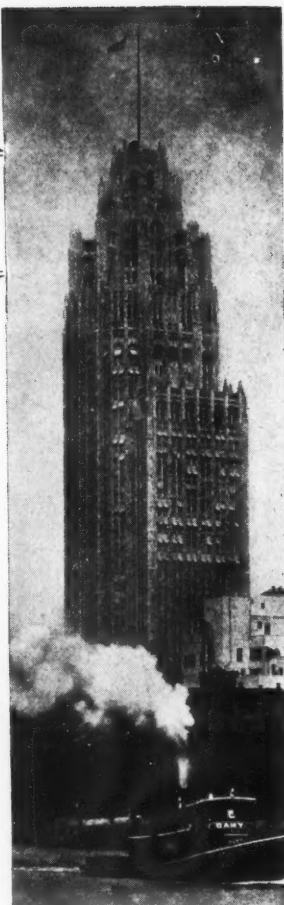
"For example, in another territory a loss was registered by all dealers who bought less than \$1,000 yearly. Thus 57 accounts out of 69 were a dead loss. In one territory 74 per cent of the dealers accounted for only 26 per cent of the sales, yet 60 per cent of the total selling expense was spent on them. In another territory 81 per cent of the sales came from 25 per cent of the customers and in another 70 per cent of the sales were made to 24 per cent of the retailers."

William R. Basset
in Advertising and Selling

Business is particularly good in the Central States. Pessimists find gloom hard to sell. Building and industry are setting new levels. Merchandise is moving in a steady stream in the Chicago territory. Dealers' shelves are emptying regularly. State Street alone is selling retail goods at the rate of \$190,000 an hour—\$450,000,000 a year.

28,701 furnaces, refrigerators, bathtubs, roofs, doormats, just for new Chicago homes. That was the number of building permits issued the first nine months of this year. Growth demands it. Federal estimates show that Chicago is growing faster even than New York. Greatest is the demand for small homes with two and three bedrooms

Portion of a photograph of Tribune Tower by Raymond Trowbridge. Awarded first prize at the Chicago Art Institute as the best commercial photograph of the year.



—five and six rooms in all. This is the type for designs of which The Tribune is offering \$7,500 in twenty cash awards.

More than 2,400 architects have responded to the announcement of the award. Civic leaders, large employers, homebuilders applaud. The A. I. A. approve. A new era of domestic architecture is begun.

Personalia

Friday, September 25, the circulation of The Daily Tribune rose to 905,000. This was the highest figure in our history. Next door to Tribune Tower the temporary roof of the new press room is being laid. With it The Tribune will have 80 press units, each capable of printing 16 page sections. The capacity will be 432,000 copies of a 42 page paper per hour. Walter Eckersall, greatest quarterback of all time and one of the Tribune's greatest sport writers will referee the social event of the season, the Army-Navy game in Grant Park Stadium. Thomas Sullivan, compositor, this month completed sixty-two consecutive years in The Tribune's employ. James O'Donnell Bennett, when last heard from, was in Indiana collecting new impressions for his history-making Chicagoland series.



SIDNEY SMITH, creator of Andy Gump, impresario comique to the nation. 280 newspapers use this Tribune feature. That's leadership!

Runaway.....Specific.....Nationalitis....
Small homes.....Personalia
.....Fistful.....Anachronism

TOWER



A Single Market, Size One-fifth of America

The scope of our trading centers, the radius of our market zones, have no counterpart. The lead editorial in a late issue of Advertising and Selling voices the usual surprise. To picture a single market as comprising five states is a wrench for the vertical mind. Yet every day manufacturers are selling profitable volume in one market, Zone 7, which is Illinois, Indiana, Iowa, Wisconsin and Michigan. Through one newspaper they are reaching 60 per cent of the families in 1,151 towns in the Chicago territory. Through The Chicago Tribune alone they are reaching one-fifth of the buying power of the nation.

Anachronism

"West?" "Middle West?" Why?

CENTURIES ago, before Clark and Kit Carson brought the states beyond the Rockies into the geography books, the Atlantic coast settlements were the point of contact between the Old World and the American frontiers. The Mississippi Valley was the country's West. But floods of pioneering gave economic and political recognition to the Pacific States. The West moved to the new seaboard.

With the movement the umbilical importance of the Eastern coastal towns diminished. As is often the case the tides of life swept by them. Yet esteemed dignitaries play as in a dream with old images and dead words. To them all beyond the Hudson is "West, Middle West, Western States."

There is a quaint air of provincialism about it, characteristic of Manhattan. Sacrosanct island! Imagine it—East and West! Nothing in between!

Where the national idea is a factor, the Central States are truly central. Geographically, in population, manufacturing, in the production of important minerals, in food production, in transportation and distributive facilities, in buying power and desire and activity, the Central States are the nucleus of the nation.

Pop Toop



Stone gargoyle, Tribune Tower decoration